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MONTANA PERSONNEL PERSPECTIVES

VOLUME I
NUMBER II

JANUARY, 1982

STATE EMPLOYEE INCENTIVE AWARDS PROGRAM RULES DEVELOPED

Recently, proposed administrative rules for the State Employee Incentive Awards Program were mailed to agency directors and personnel officers for review and comment. This program, mandated during the 1981 regular Legislative session, is designed to provide an award of up to $500 for each employee suggestion that reduces costs or improves state services. The Personnel Division is planning to begin taking applications for awards on March 1, 1982.

Highlights of the draft rules and the legislation, which can be referenced in 2-18-1101 through 1106, MCA (1981 edition), are as follows:

1. All state employees are eligible as long as the suggestion does not concern the suggesting employee's assigned duties and responsibilities, personal grievances, classification and pay of positions, and matters already recommended for management review.

2. An incentive awards advisory council, review committees in each state agency, and the agency directors will assist the Personnel Division in processing the applications.

3. Awards will equal 10% of the estimated value of the first year's cost savings or improved services up to $500.

4. The Personnel Division may submit special requests to the legislature to grant awards that exceed the $500 maximum.

The success of this program is dependent upon support from agency managers. Department directors, administrators, and bureau chiefs are asked to respond to this program and to encourage all state employees to participate.

To obtain more information or to comment on this program, contact Rod Sundsted or Joe Michaud at 449-3871.

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COLLECTIVE BARGAINING NEXT TOPIC FOR PERSONNEL STUDY COMMISSION

The Personnel and Labor Relations Study Commission will examine the collective bargaining responsibilities of the Legislative and Executive Branches of state government on Feb. 2.

Tentative study questions for the commission include:

1. What should be the respective roles of the executive branch and legislative branch? How much control should the legislature have over negotiated agreements - no control? some control? complete control?

2. Should any control the legislature might have be confined to economic issues or should it include non-economic contract items?

3. Do two sets of negotiations - one for economic items, one for non-economic contract items - limit the ability of negotiating parties to bargain effectively, i.e. bargain economic benefits for non-economic benefits and vice versa? Is the current split in negotiations good public policy? Is it the most economical arrangement?

The meeting begins at 8:30 a.m. in the Health Department Conference Room, Second Floor, Cogswell Building. The meeting will include a public hearing to receive testimony from anyone interested in commenting on these issues.

For further information about the study commission, contact project director Joyce Brown at 449-3871.

PUBLIC HEARING SCHEDULED ON RIF

The Personnel Division will conduct a public hearing to receive comments on the proposed changes to the Reduction in Work Force rules. The hearing is tentatively scheduled for Feb. 22.

A draft of the proposed new rules has been distributed for comment to agency heads and personnel officers. Those comments will be considered and included in the proposed rules when they are published in the Montana Administrative Register, issue 2. The register notice will include the exact time and location of the hearing.

For further information concerning the proposed changes to the RIF rules, contact Mark Cress or Gale Kuglin at 449-3871.

STAFF CHANGES

Labor relations specialist Sue Romney has resigned to accept a position with the Montana School Board's Association.

Attorney Pat Schaeffer has joined the staff. She can be reached by calling 449-3871.

MERIT SYSTEM DECENTRALIZATION COMPLETE

The Merit System Council formally approved the decentralization of the merit system's state hiring procedures in the December 18, 1981 council meeting. The Council also approved the new proposed administrative rule changes that would support the decentralization.

All testing functions the Merit System Bureau provided have been transferred to the Job Service. Procedures are still being worked out to determine which positions the agency will evaluate and rank the applicants for and which the Job Service will evaluate and rank. Pamela Wintrode, former Assistant Merit System Bureau Chief, is in charge of recruitment and testing at the Job Service.

The Employee Relations Bureau, Personnel Division, will provide certain administrative services to the Merit System Council, such as arranging Council meetings and setting up appeal hearings, maintaining records and minutes, and overseeing the revision or adoption of Merit System Council rules.

The Merit System Council will continue to make the administrative rules that the agencies are to carry out and hear grievances from any employee hired under the merit system or from applicants for a merit system job.

For further information regarding the Personnel Division's administrative support for the Merit System Council, contact Mark Cress or Linda Rickman at 449-3871.

TRAINING UPDATE

A management development seminar, "The Management Communications Workshop," is scheduled for March 2-3, 1982. It will be conducted by Mary Ellen Campbell, Communications Consultant and Assistant Professor of Management at the University of Montana, Missoula, Montana.

Because managers must take the lead in motivating actions and influencing decisions, the objective of this two-day seminar is to improve communications, increase productivity, and enhance performance within the agency. Participants will learn how to build their professional management effectiveness by developing a command of oral and written communication. They will be exposed to communication techniques that will help them encourage cooperative attitudes in colleagues, staff and the public. Participants will also learn how to manage their time productively and improve their own job performance.

Following is the general topical outline for this communications seminar:

- Using the appropriate communications for specific situations.
- Creating a positive communications environment.
- Motivating employees.
- Providing constructive criticism.

- Using a communications audit to evaluate written communications.

- Writing effective memos, reports, and job evaluation.

This management development seminar is designed for persons in top management positions who direct the work of a department, division, or bureau and who typically perform the full range of managerial duties and responsibilities needed for the success of their agencies' programs, projects, and functions.

Mary Ellen Campbell, Assistant Professor of Management, teaches business communications and advertising writing at the University of Montana and serves as a management communications consultant for numerous businesses and government agencies throughout the northwest.

Professor Campbell has been a professional writer and editor in the communications field for over twelve years. Before joining the University of Montana, she worked in advertising and publicity for J. Walter Thompson, Inc. and Estee Lauder, Inc. in New York City.

Under the auspices of the University of Montana Business School, last summer Professor Campbell participated in several management seminars for small business in Montana and Washington. In these presentations she showed how to use a communications audit to increase a manager's effectiveness. Professor Campbell uses her management communications audit to help managers evaluate different types of communication within their agencies or firms and pinpoint management communications problems.

The author of numerous articles, Professor Campbell's most recent publication on communications motivation and readibility appears in the Fall 1981 issue of the Journal of Business Communications.

The cost of this two-day program is $100.00 per participant. To enroll or for further information, please contact Judy Schill at 449-3871.

Upcoming Workshops:

The training schedule for February and March, 1982 has been mailed. Openings for enrollments are still available in the following workshops:

Advanced IDMS DML	$65.00	January 18-22, 1982
"Error-Free" Proofreading	$35.00	January 19, 1982
Filing and Records Management	$40.00	January 19-20, 1982
The Professional Receptionist	$ 7.50	January 20, 1982
Editing - The Ultimate Writing Skill	$75.00	January 20-21, 1982
Creativity and Problem-Solving	$40.00	January 26, 1982
Women in Management - Series II	$50.00	February 2-3, 1982

Technical Reports - Made Readable	$75.00	February 9-10, 1982
Cardiopulmonary Resuscitation (CPR)	$ 3.00	February 23 & 25, 1982
Performance Appraisal Counseling Techniques	$50.00	February 24-25, 1982.
Making Management Decisions	$60.00	February 26, 1982
The Supervisor's Guide to Avoiding Unlawful Discrimination	$30.00	March 4, 1982
Orientation to Montana State Government for New Employees	N/C	March 16, 1982
Supervision and Group Performance	$75.00	March 16-18, 1982
Overview of SBAS for Non-Accountants	$35.00	March 18, 1982
Introduction to the Montana State Library	N/C	March 30, 1982
Discipline-Handling at the Supervisory Level	$45.00	March 30-31, 1982

MAXIMUM PREMIUM PLAN IMPLEMENTED

Beginning February 1, the State of Montana enters a new relationship with Blue Cross of Montana for the administration of the health and dental portion of the State Employees Group Benefits Plan. In the past, the State has paid a conventional premium to Blue Cross, and Blue Cross has paid state employee claims from its bank account.

The new relationship is called a "minimum premium plan." The state will continue to send Blue Cross information about eligible participants, but will send them only 9% of the conventional premium. This 9% figure will cover their administration costs, their retention costs, and the cost of re-insurance.

The State will establish a bank account from which Blue Cross will issue claim payments. Should these claims exceed 100% of the conventional premium figure for the contract year, Blue Cross will pay the additional claims from its own account.

The minimum premium plan offers the State these advantages:

1. There is a lag time of two to three weeks between the deposit of the premium figure and the presentation of the claim checks for payment. During this lag time, the State will be able to invest the premium and capture the interest it earns.

2. Since the claim checks will be issued from an account that identifies the State Employees Group Benefits Plan as the payer, employees will begin to identify the Plan as their own, rather than Blue Cross's.

For further information regarding the group benefits plan, contact the Employee Benefits Bureau.

THREE AA PLANS APPROVED

Affirmative action plans from the Department of Administration, Montana State Library and the Secretary of State have been received and approved by the Personnel Division.

By order of the Governor, the Personnel Division must report on the status of agency EEO programs no later than March 31, 1982. Any agency which needs help in writing its plan prior to that date should contact Jim Nys at 449-3871.

LEGAL DEVELOPMENTS

Dolan v. Deer Lodge School District #10

The Montana Supreme Court found a mandatory school employee retirement law to be in conflict with and impliedly repealed by the enactment of the Montana Human Rights Act and Code of Fair Practices.

The School District had, acting under the provisions of the mandatory retirement law, involuntarily retired Dolan. The action was not based on her capacity to perform the job but simply on her age. The Supreme Court determined the Montana Legislative Assembly had impliedly repealed the retirement statute by their enactment of Title 49 MCA.

For more information on this case, contact Jim Nys at 449-3871.

STATE OPTION TO THE DEFERRED COMPENSATION PLAN PROPOSED

The Group Benefits Advisory Council has asked the State Personnel Division to investigate the feasibility of a Deferred Compensation option that is to be invested by the State Board of Investments.

Most likely, money deposited in this option would be invested in short (less than 1 year maturity) and intermediate-term (3 to 5 years maturity) government agency instruments. The effect would be to provide a rate of return that reflects current market conditions while restricting volatility to minimize the risk of being caught short when interest rates decline.

Administrative processes still need to be analyzed in greater detail. It is important that costs to administer the state option be low enough to enable it to compete with the options now offered by Nationwide Insurance.

For more details, contact Rod Sundsted or Joe Michaud, 449-3871.

WORKER'S COMPENSATION INFORMATION AVAILABLE

Pamphlets for Montana employees and employers regarding Workers' Compensation are available from the Division of Workers' Compensation. These pamphlets contain a summary of the basic provisions of the Workers' Compensation Act of Montana.

If these pamphlets do not address specific questions, such as whether an employee's particular activity when injured is covered under Workers' Compensation, what the basic rate of compensation may be, how long the injured worker may be able to collect benefits, what medical expenses are covered, etc., please contact the Division at 449-2047.

LOST AND FOUND

A gray woman's coat, size 8 or 10, was left in the Personnel Division conference room in November. For further information about the coat, contact Linda Cuchine at 449-3871.

HANDICAPPED EMPLOYMENT COMMITTEE SPONSORS ABILITY COUNTS CONTEST

Montana high school juniors and seniors have been invited to participate in the annual Ability Counts writing contest. The theme for 1981-82 is Disabled People at Work. The contest is sponsored by the Governor's Committee on Employment of the Handicapped in cooperation with the Montana State AFL-CIO and the Disabled American Veterans.

The first place winner will represent the state at the annual meeting of the President's Committee on Employment of the Handicapped in Washington, D.C. Expenses for the trip will be provided courtesy of the AFL-CIO.

For further information on the contest, contact Handicapped Employment Coordinator Barbara Charlton at 449-3871.

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MONTANA PERSONNEL PERSPECTIVES

VOLUME I
NUMBER 12

FEBRUARY, 1982

HEARING ON RIF, INCENTIVE AWARDS ON FEBRUARY 22

A public hearing to receive comments on the proposed rules on Employee Incentive Awards and Reduction in Work Force will begin at 1:30 p.m. Monday, February 22 in Room 136 of the Mitchell Building (the Personnel Division Conference Room.)

The major change in the reduction in work force policy would create one status for all employees who are laid off. Under the proposed rules, an employee who is laid off would be terminated, his leave cashed out and he could withdraw retirement. However, all employees also would receive a one-year hiring preference with state agencies.

The new rules are proposed to streamline the administration of reduction in force, to extend the same reemployment benefits to all employees, to make it easier for employees to cash out leave, and to enable employees who need the money to withdraw retirement sooner. Currently, an employee who is laid off may elect inactive status or termination. Under inactive status, the employee has preference for job reinstatement for one year from the effective date of lay-off, but the employee may not cash out any accrued leave or retirement contributions during that period. An employee who opts for termination does not receive any employment preference, but is cashed out for accrued leave benefits and may cash out retirement.

In other actions relating to RIF, on January 29, the Public Employees' Retirement Board agreed to provide two checks to employees who are terminated due to RIF and who opt to withdraw retirement. One check for the major portion to be withdrawn will be issued at the time of termination and the employee will receive a second check at a later date for the balance.

As soon as an agency knows an employee will be laid off and the employer wants to withdraw retirement, the agency should submit the standard application for refund form. The termination date should be indicated and the form should clearly be marked "Reduction in Force" at the top. By following this procedure, the employee will receive the first check from PERS in the same month in which they were terminated. For additional information, contact PERS at 449-3154.

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The proposed rules on RIF and Incentive Awards appear in the Jan. 29 issue of the Montana Administrative Register. Copies of these notices have been distributed to all agency heads, personnel network members, the university system and employee representatives. In addition, a brief summary of the incentive awards rules appeared in the January, 1982, issue of *Montana Personnel Perspectives*.

Written comments on the proposed rules may be directed to Personnel Division Administrator Dennis M. Taylor until Feb. 27.

For additional information of the incentive awards rules, contact Rod Sundsted, 449-5614 or Joe Michaud, 449-3871. For information on the RIF rules, contact Mark Cress at 449-3871.

COMMISSION ADOPTS TENTATIVE RECOMMENDATIONS REGARDING BOARD OF PERSONNEL APPEALS

The Personnel and Labor Relations Study Commission adopted the following tentative recommendations regarding the Board of Personnel Appeals at the February meeting. All tentative recommendations are subject to reconsideration. Final recommendations will not be adopted until after a public hearing on the tentative recommendations.

1. Establishment of a uniform grievance appeal procedure for state employees.

   Currently, there are three different grievance appeals procedures for various groups of unorganized state employees. All state employees can file grievances under the state or corresponding agency grievance policy and for most employees, this process ends with a final decision by the department director. There is no external appeal.

   However, two departments (Fish, Wildlife and Parks and Highways) have statutory grievance appeal procedures involving a hearing before the Board of Personnel Appeals. Merit System employees may appeal most grievances to the Merit System Council.

   The commission's recommendations of a uniform grievance procedure would not preclude negotiated grievance procedures for organized employees.

2. Creation of a new grievance appeals board to hear employee grievances from all state agencies.

   This appeals board would be attached to the Department of Administration and would assume the grievance appeal functions of the Board of Personnel Appeals for Fish, Wildlife and Parks and Highway Department employees. It would also assume the grievance appeal function of the Merit System Council.

   Recommendations on the scope of authority and composition of the new appeals board have yet to be made. Some commissioners argued for a limited scope of review to preclude infringement on management prerogatives.

The Commission will also consider placing authority for classification appeals hearings with this body, rather than the BPA, at a later date. If the Commission decides on this route, it will in effect be recommending that the Board of Personnel Appeals be purely a labor board on the model of the National Labor Relations Board and the labor boards found in most other states.

3. Clarification of the statutory language requiring a final Board of Personnel Appeals decision on unfair labor practice cases within five months of submission.

   The meaning of the word "submission" has been disputed. It would be defined to mean the date on which all final briefs and pleadings are filed with the BPA.

4. A change in the Collective Bargaining for Public Employees statute to allow the BPA staff to dismiss unmeritorious unfair labor practice cases after a preliminary investigation, subject to appeal to the board.

   This tentative recommendation was made to streamline the hearings process by eliminating frivolous cases early.

Most of the February meeting was devoted to hearing testimony from legislative and labor leaders on the proper role of the legislature in collective bargaining.

At its March 2 meeting, the Commission will be inviting legislators from the states of Minnesota and Wisconsin to attend the meeting and discuss their approaches to legislative involvement in collective bargaining. Both states have legislative standing committees which ratify collective bargaining agreements, but with different degrees of pre-agreement involvement in the process. Impasse resolution methods also will be examined.

For further information about the commission, contact Project Director Joyce Brown at 449-3871.

HANDICAPPED EMPLOYMENT COMMITTEE TO SURVEY EMPLOYMENT SERVICES

The Governor's Committee on Employment of the Handicapped has prepared an information survey to attempt to identify and summarize the existing state, federal and private employment services for the handicapped.

Surveys have been sent to job service offices, vocational rehabilitation offices, agency personnel officers, special placement services, university placement centers, and veterans organizations.

The completed overview of employment services will be available in March. For further information about the survey or persons or groups who would like a copy of the survey should contact Barb Charlton at 449-3871.

The Committee also will be researching options for a training package to train hiring officials and completing the Ability Counts writing contest for high school students.

UPCOMING WORKSHOPS

Openings for enrollments are still available in the following workshops:

Supervision and Group Performance	$75.00	March 16-18, 1982
Introduction to the Montana State Library	N/C	March 30, 1982
Discipline-Handling at the Supervisory Level	$45.00	March 30-31, 1982

For more information about these workshops or to register, contact the Training Section, 449-3871.

EMPLOYEE BENEFITS CONSULTING SERVICE BIDS RECEIVED

The Employee Benefits Bureau has recently requested proposals to provide consulting services to the Department of Administration in planning, administering and evaluating its employee benefit programs. Eight firms responded by submitting proposals for consulting services. The three finalists who are Martin E. Segal Company, Schwarz, Shera and Associates, and William M. Mercer, Inc., will be appearing before the State Employee Group Benefits Advisory Council on February 10 to answer questions concerning their proposals. It is anticipated that the selection process will be complete by March 15.

EEO TRAINING OFFERED

The EEO Section is offering a one-day supervisor's training session in EEO and Affirmative Action. Although designed for line managers, this workshop also is an opportunity for new EEO officers to learn about their new responsibilities. The training includes discussion of EEO laws, recruitment/selection practices, EEO discrimination complaint procedures and Affirmative Action.

For further information about this training, contact the EEO or training sections at 449-3871.

STAFF CHANGES

John Balsom has been selected as the research specialist and Susan Richardson has been selected as the secretary for the Personnel and Labor Relations Study Commission.

Mike Arnold is the new administrative officer in the Employee Benefits Bureau, working mainly with the Employee Group Benefits Plan.

PERFORMANCE OF DEFERRED COMPENSATION OPTIONS
AS OF DECEMBER 31, 1981

Fund	Type of Fund	Percent Asset Value Change in Last 3 Months	Percent Asset Value Change in Last 6 Months	Percent Asset Value Change in Last Year	Percent Asset Value Change in Last 5 Years (Yearly Average)	Percent Asset Value Change in Last 10 Years (Yearly Average)
Deferred Compensation Plan Options:						
1. Fixed annuity-money invested before January 1, 1981	Guaranteed rate of return - Long-term commitments	2.1	4.2	8.5	7.9	INA**
2. Fixed annuity-money invested after January 1, 1981	Guaranteed rate of return - Long-term commitments	2.7	5.4	10.7	INA*	INA*
3. Mutual Investing Foundation Fund	Income Stocks	5.7	-4.0	1.0	3.3	5.7**
4. National Investors Corporation Fund	Growth Stocks	7.1	-8.8	-14.0	10.3	5.2**
5. Putnam Investors Fund	Growth Stocks	8.2	-7.5	-9.8	12.2	6.9**
6. Massachusetts Investors Growth Stock Fund	Growth Stocks	5.3	-7.6	-7.2	12.4	4.8**
7. Mutual Investing Money Market Fund	Short-term debt instruments	3.3	7.6	15.9	INA*	INA*
8. Massachusetts Financial High Income Trust Fund	High-income producing bonds	11.4	2.9	6.3	INA*	INA*
9. Massachusetts Capital Development Fund	Higher-risk growth stocks	9.1	-6.7	-2.2	28.1*	18.5*
Market Indicators:						
1. U.S. Consumer Price Index	Measure of price changes	0.7	3.6	8.7	10.1	8.9
2. Dow Jones Industrial Average	Industrial stocks	2.7	-10.6	-9.4	-2.1	1.6
3. Dow Jones Bond Aver.	Bonds	1.8	-6.3	-11.0	-9.4	-3.8
4. Money Market Funds as published in the Wall Street Journal	Short-term debt instruments	3.5	8.0	16.1	INA	INA
5. Six-month Money Market Certificates (Commercial Banks)	Guaranteed six month rate - Short-term debt instruments	3.2	7.0	14.1	INA	INA

INA - Information used to compute this statistic is not available.
* - This option was not available to state employees before 1/1/81
** - This option was not available to state employees before 7/1/76

AFFIRMATIVE ACTION REPORT FOR GOVERNOR DUE IN MARCH

Slightly over one month remains before the deadline for completing 1982 Affirmative Action plans. As required by his executive order, the Personnel Division will be reporting to Gov. Ted Schwinden on the status of the state's affirmative action efforts at the end of March.

Affirmative Action plans have been reviewed and approved for the Montana Historical Society, the Department of State Lands and the Office of Public Instruction.

Agencies requiring assistance to complete their plans should call Jim Nys at 449-3871.

TAYLOR TO HEAD BENEFITS ADVISORY COUNCIL

Dennis M. Taylor has been appointed Chairman of the State Employee Group Benefits Advisory Council, replacing Dave Evenson who is on a leave of absence.

The purpose of the Advisory Council is "to consult with the Department of Administration before group benefit plans are negotiated, contracted, and otherwise modified, to meet quarterly to advise the Department on group benefit matters and to evaluate proposals developed by the Department regarding alternatives to conventional insurance." Other members include: Tom Schneider, MPEA; Nadiene Jensen, AFMSCE; Diana Dowling, Legislative Council; John Mathews, Department of Justice; John Prebil, Department of Highways; and Troy McGee, Office of Budget and Program Planning.

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MONTANA PERSONNEL PERSPECTIVES

VOLUME 2
NUMBER 1

MARCH, 1982

STUDY COMMISSION TO CONDUCT PUBLIC HEARING

At its April meeting, the Personnel and Labor Relations Study Commission will be considering the classification and pay of state employees. To receive more employee input on these critical issues, as well as the other issues considered by the commission, a public hearing will be held on the evening of Thursday, April 1. The public hearing will begin at 7 p.m. in the Highway Department Auditorium.

State employees and managers are encouraged to come and provide the commission with their perspectives on how the classification and pay plan is or is not working and how it should be changed, as well as their perspectives on any other personnel and labor relations issues of concern.

The commission will be considering such fundamental questions as:

-- What objective or objectives should the classification and pay plan achieve? Should it provide equitable pay to all state employees based on the level of difficulty and responsibility of the work performed?

-- Does the current classification system adequately establish the level of work performed? Alternatively, should pay be set to ensure that the state can attract and retain good employees by matching prevailing wages in the community? Should the pay plan permit greater pay for superior performance? To what extent can any or all of these objectives be reached, given that pay is a subject of collective bargaining?

Staff papers will be available at the Personnel Division approximately one week in advance of the April 1 hearing for anyone who would like a better explanation of these issues.

At its March 2 meeting, the commission decided on two more tentative recommendations:

-- a recommendation that the Legislature appropriate funds to complete the indexing of Board of Personnel Appeals decisions for better accessibility;

-- a recommendation that the grandfather clause of the Collective Bargaining for Public Employees Act be amended to exclude protection of bargaining unit composition.

The grandfather clause 39-31-109 MCA, protects preexisting collective bargaining agreements from alteration by the act and has been interpreted by the Board of Personnel Appeals to protect the composition of bargaining units where the composition is specified in a preexisting agreement.

As a result of this interpretation, preexisting units have been exempted from unit clarification and some contain supervisory or management employees who would be excluded in a unit clarification action. State managers complain that the inclusion of managerial employees in these old units creates an untenable management situation and that the grandfather clause should protect the terms of old agreements and not the composition of the units. In a split decision, with labor representatives opposed, the commission tentatively adopted the recommendation to exclude unit composition from coverage.

For further information about the public hearing or any commission activities, contact Joyce Brown at 449-3871.

RULE ACTIONS TAKEN

New rules on Reduction in Work Force and Employee Incentive Awards and amended rules on Decedent's Warrants and Compensatory Time and Overtime became effective March 12.

The new Reduction in Work Force rules eliminate the employee option of electing inactive status when laid off. All employees now will be terminated on lay-off. However, all employees will have reinstatement rights and preference in employment for one year from the effective date of lay-off. Under the old rules, employees who terminated did not have any reinstatement or preference rights.

Employees will be cashed out for the balance of their leave and they may cash out PERS. An employee who is terminated due to RIF may continue to self pay into the state's group benefits plan for one year or may convert his insurance coverage to any plan offered by Blue Cross.

The Employee Incentive Awards rules establish guidelines for the administration of a program which provides payments of up to $500 for cost savings suggestions provided by employees.

The Compensatory Time and Overtime rules were amended to allow agency heads to suspend the 120-hour compensatory time accrual limit under special circumstances.

New policies on Education and Training and Adoption of Personnel Policy have been noticed for rule adoption and the Exit Interview and New Employee Orientation rules have been noticed for rule repeal. Interested parties may comment on these proposed actions until April 9.

The Decedent's Warrants rules were amended to clarify processing of the decedent's warrants forms by the agencies and the state Auditor's Office.

The Education and Training policy would establish a cost/benefit analysis for management to consider when approving requests for education and training. Adoption of Personnel Policy outlines the authority of the Department of Administration to promulgate personnel rules and to delegate policy-making authority to the agencies. Exit Interview and New Employee Orientation are proposed for repeal as rules because they are more appropriate as guides in the Montana Operations Manual and not as minimum standards which agencies must follow.

For more information about these rule actions, contact the Employee Relations Bureau, 449-3871. For information about the Employee Incentive Awards program, contact Joe Michaud, 449-3871.

STAFF CHANGES ANNOUNCED

Jeff Harriott has joined the Personnel Division staff as the new management analyst/programmer. He will be working initially with the state insurance plan.

Linda Folsom has accepted the position of Labor Relations Specialist.

Employee Benefits Bureau Chief Dave Evenson has resigned.

HANDICAPPED EMPLOYEE COMMITTEE TO MEET APRIL 13

Staff reports on existing employment services for the handicapped and on a training package for employers on hiring the handicapped are on the agenda for the April 13 meeting of the Governor's Committee on Employment of the Handicapped. The meeting begins at 9:30 a.m. in Rooms 159 and 160 of the Mitchell Building.

Executive Secretary of the State AFL-CIO Jim Murry will present the first place award in the Ability Counts writing contest to Vicki Rae Willis of Laurel High School. As state winner, she will receive a trip to the annual meeting of the President's Committee on Employment of the Handicapped in Washington, D.C., and $150 from the AFL-CIO. Other winners in the writing contest for high school students are Bonnie Glueckert of Capitol High School, Helena; and Barbara Bonine, of Sacred Heart High School, Miles City.

The contest was sponsored by the Governor's Committee, the AFL-CIO and the Disabled American Veterans. Judges were Bill Yeager of Intermountain Network News; Betty Taylor of the Civil Rights Unit, Department of Highways; and the Honorable John B. McClernan of the Disabled American Veterans.

Handicapped Employment Coordinator Barbara Charlton also will attend the annual meeting and training conference of the President's Committee on Employment of the Handicapped April 26-30 in Washington.

For further information about the April 13 meeting, contact Ms. Charlton at 449-3871.

TRAINING FOCUSES ON CLERICAL WORK

IN RECOGNITION OF NATIONAL SECRETARIES' WEEK, April 26-30, and the work that the State's clerical workers do, the Personnel Division is offering three new and very unique workshops for secretaries and support staff in this quarter's training schedule.

On April 22-23, Mary Ellen Campbell, Communications Consultant from Missoula will conduct THE SECRETARIES' COMMUNICATION WORKSHOP, which is designed to help participants deal with the public, manage their time, and polish their correspondence. In this workshop, participants will explore communication styles that can help or hinder career development. Ms. Campbell is the author of a number of articles dealing with communications; her most recent article, on communications motivation and readibility, appeared in the Fall 1981 issue of the Journal of Business Administration.

Vandla Julnes will conduct PROFESSIONAL SECRETARIAL DEVELOPMENT on May 10-11. This program focuses on identifying and increasing executive support staff responsibilities while providing an intensive overview of office functions. Participants will explore expanded team effectiveness through communication skills and human relations problem-solving, as well as appropriate decision-making, delegating, and on-the-job training. Ms. Julnes is president of the Professional Development Institute which has regional offices in Bellevue, Washington and Arvada, Colorado. Her clients have described her as a dynamic, effective, and motivating instructor whose workshops meet both the course objectives and the participants' expectations.

On June 28, OFFICE PROCEDURES UPDATE will be presented by Dr. Grace Guemple of Business Success Consultants, Moorhead, Minnesota. Among the topics that will be covered are: meeting the public, effective communication keys, understanding office politics, assertiveness, time management, and public relations on the job. Her clients, which include the Moorhead Chamber of Commerce and the Minnesota Educational Association of Vocational Education, have described Dr. Guemple as a well-prepared and informative instructor whose workshops are very popular.

For more information concerning these workshops, please call the training section at 449-3871.

FILMS FROM THE TRAINING SECTION'S LIBRARY AVAILABLE FOR RENTAL

Following is a list of titles and the rental fee schedule:

The Time of Your Life (time management)

A Perfectly Normal Day (time management)

Team of Two (cooperative work attitudes)

Performance Appraisal (evaluating employee performance)

You Can Lead a Horse to Water (evaluating employee performance)

The Rewards of Rewarding (motivation)

Power and Authority (supervision)

You Pack Your Own Chute (attitudes)

In-town rental - $5.00 per week per film
Out-of-town rental - $10.00 per week per film
Fee for late return - $5.00 per film per week

For more information on renting these films, contact the Training Section, 449-3871.

LEGAL DEVELOPMENTS

Crabtree v. Montana State Library

The Montana State Library will appeal the ruling of District Judge Gordon Bennett which would force the library to re-open a position and give absolute hiring preference to veterans and the handicapped. Bennett has agreed to a stay on his February order while the appeal is in progress.

Vivian Crabtree, a legally blind woman, applied for a position with the state library, but was not selected. She filed suit in District Court alleging the library had not granted her the handicapped preference required by state law 10-2-201 et seq., MCA.

Judge Bennett found in favor of Ms. Crabtree, holding that that the preference accorded by the law is absolute in nature; that is, if the applicant who is eligible for preference can perform the job, that applicant should be selected.

The library contends that the law requires the library to give hiring preference only if the veteran or handicapped person is equally as qualified as the best qualified applicant.

For more information about the case, contact the Employee Relations Bureau, 449-3871.

PHONE CHANGES COMPLETED

Changes in telephone numbers for the Personnel Division have been completed. All division staff may now be reached at 449-3871, except the Labor Relations Bureau whose number is 449-5614. The old Merit System numbers. 449-2064, 2065 are no longer in service for the division.

ANNUAL EEO REPORT TO BE DRAFTED

As required by Executive Order 24-81, the EEO section will soon be reporting to Gov. Ted Schwinden on the status of the state's EEO and affirmative action programs. The section welcomes comments from both managers and other employees regarding the structure and/or operation of the program. Comments should be directed to Jim Nys at 449-3871 before March 26, 1982.

TRAINING WORKSHOP SCHEDULE
April-June, 1982

MANAGEMENT DEVELOPMENT

Women in Management - Series I: April 12-13, 1982 ($50.00)
Organizational Communications: April 26-27, 1982 ($90.00)
Making Management Decisions: May 6-7, 1982 ($60.00)
Women in Management - Series II: June 1-2, 1982 ($50.00)

SUPERVISORY DEVELOPMENT

Motivating Your Employees: April 16, 1982 ($60.00)
Effective Supervision - Managing Others (Supervision I): April 21-23, 1982 ($125.00)
Leadership Skills for Supervisors: April 29-30, 1982 ($50.00)
Making Management Decisions: May 6-7, 1982 ($60.00)
Communicating With Your Employees - A Workshop in Communication Skills for Supervisors: June 15-16, 1982 (100.00)
Conflict Management: June 21-22, 1982 ($50.00)

PERSONNEL MANAGEMENT

Writing Task Statements for Position Descriptions: May 13, 1982 ($10.00)
Personnel Selection Techniques: May 12-13, 1982 ($60.00)
The Supervisor's Guide to Avoiding Unlawful Discrimination: May 26, 1982 ($30.00)

CLERICAL AND SUPPORT STAFF

The Secretaries' Communication Workshop: April 22-23, 1982 ($70.00)
Professional Secretarial Development: May 10-11, 1982 ($80.00)
Clear Writing Skills for Letters and Memos (formerly "Improving the Quality of Administrative Correspondence"): June 7-9, 1982 ($75.00 for 2 days; $100.00 for 3 days)
The Professional Receptionist: June 23, 1982 ($10.00)
Office Procedures Update: June 28, 1982 ($55.00)

TECHNICAL

Introduction to CULPRIT: June 7-11, 1982 ($75.00)

GENERAL INTEREST

Report Writing - Made Possible (Report Writing I): April 20-21, 1982 ($75.00)
Cardiopulmonary Resuscitation (CPR): April 26-27, 1982; May 26-27, 1982; June 16-17, 1982 (no charge)
Editing - The Ultimate Writing Skill: May 17-18, 1982 ($75.00)
Technical Reports - Made Readable (Report Writing II): June 10-11, 1982 ($75.00)
Orientation to Montana State Government for New Employees: June 15, 1982 (no charge)
Conflict Management: June 21-22, 1982 ($50.00)
Introduction to the Montana State Library: June 29, 1982 (no charge)

AFFIRMATIVE ACTION UPDATE

All participating state agencies have now submitted at least the first draft of their 1982 Affirmative Action plans. This marks the first time in six years that all agencies have evaluated their personnel practices for unlawful discrimination and have instituted plans of action to correct problems.

The Personnel Division will be evaluating the draft plans and commenting to the agencies prior to the end of March.

Final approval has been given to plans from the Department of State Lands, Department of Social and Rehabilitation Services and Department of Labor and Industry.

The plans were developed and reviewed according to the Montana Equal Employment Opportunity Guidelines.

MERIT COUNCIL TO MEET

The Montana Merit System Council will meet at 2 p.m. Friday, April 9 in the Personnel Division Conference Room. For further information about the meeting, contact Linda Rickman at 449-3871.

EMPLOYEE HANDBOOKS AVAILABLE

Employee handbooks are now available in quantity. Cost of the handbooks is 35¢ per copy and they should be ordered directly from the Publications and Graphics Division.

Montana Personnel Perspectives is published monthly by the Department of Administration, Personnel Division. It is intended to keep personnel officers and agency managers informed of developments in the area of personnel management. Material may be reproduced by state agencies without permission. Comments should be directed to the Personnel Division, Mitchell Building, Helena, Montana (449-3871).

200 copies of this public document were published at an estimated cost of 20¢ per copy, for a total cost of $40.55, which includes $33.75 for printing and $6.80 for distribution.

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MONTANA PERSONNEL PERSPECTIVES

VOLUME 2
NUMBER 2

APRIL, 1982

COMMISSION CONSIDERS CLASSIFICATION AND PAY

The Personnel and Labor Relations Study Commission received the results of a management survey and a report from an evaluation team on classification and pay at its two-day April meeting. The commission also conducted a public hearing to receive comments on these issues.

Management Survey Results

The staff report, based on the management survey, recommended four possible options for action on the classification system. Two of the options involve adopting quantitative job evaluation methods developed by outside consulting firms. The third option involves changing current methods used to classify positions to quantitative methods, using techniques similar to those used by the consulting firms. The fourth option is to maintain and continue existing efforts to improve the current classification system. For details on this report, contact Classification Bureau Chief John McEwen.

Evaluation Team Recommendations

Classification officials from Idaho, Colorado, and Wisconsin spent the week of March 29 to April 2 reviewing the Montana classification and pay system. This independent team was charged with evaluating both areas, recommending pay plan improvements and determining if the current classification system is basically sound and can be effective with planned improvements or if it needs to be replaced.

In the area of classification, the team's recommendations include:

1. conducting a planned analysis of and revision of class specifications;

2. clarifying the standards used to determine the skill level or grade for each class;

3. involving professional agency personnel officers and agency management through the use of a task force approach to get information on job content and setting standards and by delegating first line classification responsibilities to the agencies where possible;

4. reclassifying positions according to class specifications, not according to the classification of someone who is allegedly doing the same work.

In the area of compensation, the evaluation team's recommendations include:

1. providing merit pay separately from cost of living adjustments;

2. developing clear standards for allocating classes to grades;

3. considering a new pay matrix to provide more grades, but only two or three steps;

4. considering non-base-building bonus pay for superior performance;

5. maintaining a pay plan that is competitive with pay provided in the labor market;

6. making grade rather than step adjustments when a pay exception is needed for hard to fill positions;

7. compensating union craft employees at the same rate as craft employees on the blue collar plan;

8. establishing better career ladders and delegating employee movement on the ladders to agencies.

In the area of appeals, the team's recommendation is to clarify classification standards and specification.

Public Hearing

Approximately 100 people, primarily state employees, attended the April 1 public hearing on classification and pay conducted by the commission.

Comments on classification and pay are still being taken. Employees who wish to submit comments are encouraged to do so before May 17.

The commission will not meet in May. The next meeting is scheduled June 1 and 2. For further information, contact project director Joyce Brown, 449-3871.

RULE ACTIONS TAKEN

Policies on Alternate Work Schedules, Adoption of Personnel Policy, and Education and Training have been adopted as administrative rules by the Department of Administration. Copies of these new policies should be distributed to holders of the Montana Operations Manual soon.

Existing rules on New Employee Orientation and Exit Interviews have been repealed from the administrative rules. These policies should be maintained in the MOM as guides for use where appropriate by agencies.

An amendment has been proposed to the Employee Incentive Awards rule regarding creation of the State's Incentive Awards Advisory Council. The change would reduce the number of council members and alter the composition of the council. Interested persons have till May 15 to comment. For further information on the proposed amendment, contact Joe Michaud at 449-3871.

The first draft of a revision of the state's rules titled "Other Leaves," which deals with disaster and emergency leave, has been distributed for comment to agency heads and personnel officers. The deadline for comment is May 3.

GOVERNOR'S COMMITTEE ON EMPLOYMENT OF THE HANDICAPPED MEETS

The Governor's Committee on Employment of the Handicapped reviewed the overview of existing employment services for the handicapped and made recommendations regarding the coordination and delivery of employment services to the disabled community at the April 13 meeting. Some of the topics discussed by the committee were the coordination of employment services, the need for a training package for hiring officials, and the proper administration of handicapped employment preference.

The committee also decided to request grant funds from the Developmental Disabilities - Planning and Advisory Council. The grant funds will be used to develop and implement a training package for hiring officials regarding employing disabled people. Hopefully, the training will be ready for implementation sometime this fall.

For further information regarding the topics discussed or the upcoming training package, contact Barb Charlton at 449-3871.

BPA HEARS ARGUMENTS ON HIGHWAY PATROL CASE

The Board of Personnel Appeals met April 3 to hear oral arguments on the wage appeal of the Highway Patrol Officers.

The Montana Public Employees' Association, on behalf of the Highway Patrol Officers, is claiming that in 1975, when the statewide pay plan was implemented, the officers lost longevity pay which had previously been provided by statute. MPEA appealed to District Court from an initial board decision in favor of the state and in court raised a constitutional issue. The judge sent the case back to the board to hear additional evidence.

Following a hearing, the hearings examiner recommended an order concluding that the officers' constitutional rights had been violated. The state appealed to the board. After listening to oral arguments on April 3, the board concluded that it did not have the authority to answer the constitutional questions involved. The board decided to send the case back to District Court with the transcript of the hearing and with the findings of fact, but without any conclusions on whether there was a constitutional violation.

CONTRACT ADMINISTRATION WORKSHOP OFFERED

Jean Moffatt, labor specialist for the Labor Relations Bureau, has prepared a workshop on contract administration. It is designed for all levels of management personnel. Special emphasis is given to those areas frequently addressed by supervisors/administrators who have the responsibility to administer labor agreements, such as: grievance processing, due process, just cause, documentation, job posting, union/management committees, etc.

Each participant in the workshop will receive a workshop manual/reference guide. There will be a charge of $5 per person to cover costs of printing of the the manuals. Specific dates, times, and places for this workshop to be held in Helena will be determined after the interested parties or agencies contact the Labor Relations Bureau.

Ms. Moffatt has conducted this workshop in various sites throughout the state in the last few months. Persons interested in attending such a workshop should contact Ms. Moffatt, State Labor Relations Bureau, Room 130, Mitchell Building, Helena, phone 449-5614.

HEALTH PROMOTION WEEK SCHEDULED MAY 2-8

The kick-off for the Montana State Employees Health Promotion program will begin with Health Promotion Week, May 2-8. Health Promotion Week will culminate with a Health Fair on May 7.

The purpose of health promotion is to make people aware of their individual health, that their longevity and the health problems they will have during their lifetime can be determined by the foods they eat, the number of cigarettes smoked and alcohol consumed, the amount of exercise they get, the number of hours they sleep, and their general lifestyle. Through good personal health habits and certain lifestyle changes, many chronic diseases can be prevented.

During Health Promotion Week, there will be many speakers and classes in the various buildings around the Capitol complex. Areas of primary concern will be health consumerism, stress, fitness and nutrition. Hypertension booths will be located in many areas for blood pressure screening.

Posters, buttons, bumper stickers and T-shirts will be available to those who attend. The fair will provide speakers from the Lung Association, Heart Association, and various other agencies. Those who want to run in the Governor's Cup will be able to sign up at the fair. Additional hypertension booths will be located at the Capitol. Personal health appraisal sign-ups will be available.

For further information, contact Mike Arnold at 449-3871.

SOCIAL WORKER I TEST IS READY

The new Social Worker I written test, technical report and examiner's manual are now ready for printing.

After the Merit System Bureau ceased operations at the end of 1981, Dr. Ronald Cope, bureau test development specialist, was hired by the Department of Social and Rehabilitation Services (SRS) to complete work on the test.

The test and the accompanying manual are the end products of extensive work by Department of Administration Personnel Division test development and personnel specialists and by SRS subject matter experts and item writers. Development of the written test proceeded through the following stages:

1. Job analysis of the position of Social Worker I.
2. Determining the knowledges, skills, and abilities (KSA's) needed to perform the duties of a Social Worker I.
3. Training test item writers.
4. Review and selection of test items by the Test Development Committee of subject matter, personnel, and test development specialists.
5. Pre-testing items on current Montana social workers.
6. Analyzing pre-test data.
7. Final selection and revision of items and assemblage of the operational form.

During the pre-testing, supervisors of social workers who took the pre-test filled out a Pre-test Examinee Rating Form which enabled the supervisors to rate their social workers' job performance in eight areas. Correlating the workers' test scores with the job performance ratings permitted an assessment of the test's criterion-related validity.

The test will be used by SRS as part of the overall selection process for applicants to Social Worker I positions.

HEALTH AND SAFETY TRAINING OFFERED

State agencies interested in providing health or safety training to their employees have access to an excellent resource within state government. The Bureau of Safety and Health, Training Division, Workers' Compensation currently presents the following courses:

1. CPR (cardiopulmonary resuscitation)
2. Multimedia Standard First Aid
3. National Safety Course Defensive Driving
4. Bosley Studios Lifting Presentation

In addition, presentations are made which are oriented directly toward specific types of industry, such as the building trades, construction, etc. All classes are available to any state, county or city entity upon request. There is no cost involved to the employer or employee.

Scheduling of classes is done to coincide with individual work schedules and requirements. Slide presentations and 16 MM films are available upon a free loan basis to users who desire to utilize them in their own safety presentations. Titles and descriptions of these slide and film offerings are available from either the Bureau of Safety and Health, 449-3793, or the Training Section, Personnel Division, 449-3871.

TRAINING WORKSHOP SCHEDULE
April-June, 1982

MANAGEMENT DEVELOPMENT

Organizational Communications: April 26-27, 1982 ($90.00)
Making Management Decisions: May 6-7, 1982 ($60.00)
Women in Management - Series II: June 1-2, 1982 ($50.00)

SUPERVISORY DEVELOPMENT

Leadership Skills for Supervisors: April 29-30, 1982 ($50.00)
Making Management Decisions: May 6-7, 1982 ($60.00)
Communicating With Your Employees - A Workshop in Communication Skills for Supervisors: June 15-16, 1982 ($100.00)
Conflict Management: June 21-22, 1982 ($50.00)

PERSONNEL MANAGEMENT

Writing Task Statements for Position Descriptions: May 13, 1982 ($10.00)
Personnel Selection Techniques: May 12-13, 1982 ($60.00)
The Supervisor's Guide to Avoiding Unlawful Discrimination: May 26, 1982 ($30.00)

CLERICAL AND SUPPORT STAFF

Professional Secretarial Development: May 10-11, 1982 ($80.00)
Clear Writing Skills for Letters and Memos (formerly "Improving the Quality of Administrative Correspondence"): June 7-9, 1982 ($75.00 for 2 days; $100.00 for 3 days)
The Professional Receptionist: June 23, 1982 ($10.00)
Office Procedures Update: June 28, 1982 ($55.00)

TECHNICAL

Introduction to CULPRIT: June 7-11, 1982 ($75.00)

GENERAL INTEREST

Cardiopulmonary Resuscitation (CPR): April 26-27, 1982; May 26-27, 1982; June 16-17, 1982 (no charge)
Editing - The Ultimate Writing Skill: May 17-18, 1982 ($75.00)
Technical Reports - Made Readable (Report Writing II): June 10-11, 1982 ($75.00)
Orientation to Montana State Government for New Employees: June 15, 1982 (no charge)
Conflict Management: June 21-22, 1982 ($50.00)
Introduction to the Montana State Library: June 29, 1982 (no charge)

STAFF CHANGES

Labor Relations Specialist Linda Folsom has joined the staff of the Personnel Division. Her telephone number is 449-5614. Jeff Arnston and Dan Strizic are working on the special class specification revision project for the Classification Bureau. They can be reached at 449-3871. Dianna Geier is the new secretary for the staff of the Personnel and Labor Relations Study Commission. Her number is 449-3871.

STATE EMPLOYEE GROUP BENEFITS ADVISORY COUNCIL TO MEET

The next State Employee Group Benefits Advisory Council meeting is scheduled for 9 a.m. on May 14. The meeting will be held in the Personnel Division Conference Room, Room 136, Mitchell Building.

The tentative agenda for the meeting is:

1. Update on the status of deferred compensation program and the Nationwide contract.

2. Presentation of Blue Cross's renewal proposal for the health and dental plans.

3. Evaluation of Blue Cross's renewal by Brad Byers of William M. Mercer, Incorporated.

4. Review of the health and dental plan designs.

5. Presentation by the Montana Foundation for Medical Care of a proposal for concurrent review of hospitalization.

6. Presentation and evaluation of Northwestern National's renewal proposal for life insurance.

For further information, contact Dennis Taylor at 449-3871 or Rod Sundsted at 449-5614.

MERIT SYSTEM COUNCIL MEETS

The Merit System Council approved proposed rule changes concerning career service status for permanent employees who accept appointments to exempt positions, and promotions and transfers within agencies not under complete Merit System coverage at its April 9 quarterly meeting. The proposed rules are:

2.23.1306 Promotions Within Agencies Not Under Complete Merit System Coverage. In situations where Merit System coverage within an agency is limited to specific positions, Merit System and non-Merit employees within the agency may be given first consideration for the vacant Merit System position(s) through a competitive promotion process.

2.23.920 Transfers and reclassifications. (1) Intra-agency transfers without change in title or salary may be made at any time. Transfers of non-Merit System employees into Merit System positions may be made after successful completion of an appropriate qualifying examination.

The rule changes will not go into effect until they have been noticed and formally adopted in the Administrative Rules of Montana.

A procedure for processing merit system grievances for applicants submitted by Merit System agencies was approved and put into effect immediately.

Joyce Brown, project director for the Personnel and Labor Relations Study Commission reported on the proposal for a uniform appeal process and requested the Council's comments on the process.

The Council expressed concern that since the decentralization of the Merit System Bureau, employees may not be aware that the Merit System Council still exists to make the administrative rules that the agencies are to carry out and hear grievances from employees hired under the Merit System or from applicants for Merit System jobs. The Employee Relations Bureau, Personnel Division, will be working with the Merit System agencies to provide ways of getting this information to all Merit System employees.

The next quarterly Council meeting will be held in August. For further information regarding the Merit System Council, contact Mark Cress or Linda Rickman at 449-3871.

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MONTANA PERSONNEL PERSPECTIVES

VOLUME 2
NUMBER 3

MAY, 1982

CENTRAL TRAINING SECTION REDUCES WORKSHOP PROGRAM

The Central Training Section of the Personnel Division will be significantly reducing its workshop program effective July 1, due to federal funding cuts.

In the past, the section has offered a variety of managerial, supervisory, clerical and general skills workshops in a quarterly schedule. The quarterly schedules will no longer be distributed and the majority of the workshops will not be offered after July 1.

The section will continue to offer a small number of personnel and supervisory workshops, as well as New Employee Orientation. Specific workshops can still be scheduled upon request. All workshops will be publicized individually. This reduced program will extend through June 30, 1983. Re-establishing a more active training program after that time will be dependent upon future legislative funding.

The issue of training in state government will be a topic of discussion at the June 2 meeting of the Personnel and Labor Relations Study Commission. Persons interested in training and the future of training in state government are encouraged to attend and to submit oral or written testimony to the Commission.

For further information, contact Mark Cress, 449-3871.

TRAINING WORKSHOP SCHEDULE
June, 1982

SUPERVISORY MANAGEMENT

Communicating With Your Employees - A Workshop in Communication Skills for Supervisors (Supervision II): June 15-16, 1982 ($100.00)
Conflict Management: June 21-22, 1982 ($50.00)

CLERICAL AND SUPPORT STAFF

The Professional Receptionist: June 23, 1982 ($10.00)
Clear Writing Skills for Letters and Memos (formerly "Improving the Quality of Administrative Correspondence"): June 7-9, 1982 ($75.00 for 2 days; $100.00 for 3 days)
Office Procedures Update: June 28, 1982 ($55.00)

TECHNICAL [redacted]

Introduction to CULPRIT: June 7-11, 1982 ($75.00)

GENERAL INTEREST:

Technical Reports - Made Readable (Report Writing II): June 10-11, 1982 ($75.00)
Orientation to Montana State Government for New Employees: June 15, 1982 (no charge)
Cardiopulmonary Resuscitation (CPR): June 16-17, 1982 (no charge)
Introduction to the Montana State Library: June 29, 1982 (no charge)

To register for any of these classes, contact the Training Section, 449-3871.

CLASS SPECIFICATION PROJECT UNDERWAY

The Classification Bureau, with the direct involvement of personnel officers from several agencies and the addition of two temporary positions, has begun a major project to write or rewrite a majority of the class specifications now being used.

Users of the state classification system have been aware for some time of the need to improve the class specifications. The need was not addressed earlier because of limited resources. Intended improvements include consolidation of classes where deemed necessary, clarification of differences between classes, and clarification of language used to describe classes in all sections of the specifications.

The class specification project will continue through December 1. At a minimum, it is intended that new specifications will be produced for all large class series and for all classes which do not presently have a class specification.

Agencies which have not been contacted regarding this project and desire additional information should contact John McEwen, 449-3871.

STATE EMPLOYEE GROUP BENEFITS ADVISORY COUNCIL MEETS

The State Employee Group Benefits Advisory Council met May 14, and made recommendations on deferred compensation, health insurance and life insurance.

The Council made the following recommendations:

Deferred Compensation

1. Allow participants in the Deferred Compensation Program to make changes in deferral rates at any time with 30 days notice. Changes are presently restricted to two per year on specified dates.

2. Go out for competitive bids on the life insurance plan offered under the Deferred Compensation Program.

Health Insurance

1. Continue with the present plan design of $100 individual, $300 family deductible and 20% co-insurance.

2. Continue emphasizing health promotion for state employees.

3. Study the feasibility of providing on-site health screenings for state employees.

4. Investigate the cost of adding well-baby care to the state plan.

5. Proceed with a pilot program of concurrent hospitalization review conducted by the Montana Foundation for Medical Care.

Life Insurance

1. Renew the state life insurance program with Northwest National. There will be no rate increases for the life insurance options.

2. Negotiate with Northwest National concerning a possible open enrollment period.

The Council also authorized the Personnel Division to negotiate with Blue Cross concerning rates and claims service for health and dental insurance. The results of these negotiations will be presented to the Council at the next meeting in early July.

Persons interested in additional information or in attending the next meeting should contact Rod Sundsted at 449-5614.

HEALTH PROMOTION PROGRAM GEARS UP

One hundred and twenty state employees were found to be hypertensive through blood pressure screening held during Health Promotion Week. In addition, four of eighty-one employees who participated in a pulmonary test were alerted to possible lung problems.

About 200 employees attended brown bag sessions on topics such as wellness, stress and nutrition during the week of May 3-7, which kicked off the state's Health Promotion Program.

Continuing the Health Promotion Program, educational classes will be offered to the departments in the near future. Health risk appraisals will be available for employees who attend those sessions. These appraisals can show the relative health risks associated with the lifestyle of a particular individual.

For more information on the Health Promotion Program, contact Mike Arnold at 449-3871.

PERFORMANCE OF DEFERRED COMPENSATION OPTIONS
AS OF MARCH 31, 1982

Fund	Type of Fund	Percent Asset Value Change in Last 3 Months	Percent Asset Value Change in Last 6 Months	Percent Asset Value Change in Last Year	Percent Asset Value Change in Last 5 Years (Yearly Average)	Percent Asset Value Change in Last 10 Years (Yearly Average)
Deferred Compensation Plan Options:						
1. Fixed annuity-money invested before January 1, 1981	Guaranteed rate of return - Long-term commitments	2.2	4.4	8.6	8.0	INA**
2. Fixed annuity-money invested after January 1, 1981	Guaranteed rate of return - Long-term commitments	3.1	5.9	11.3	INA*	INA*
3. Mutual Investing Foundation Fund	Income Stocks	-1.8	3.7	-6.2	3.3	5.4**
4. National Investors Corporation Fund	Growth Stocks	-7.7	-1.1	-19.5	8.9	5.2**
5. Putnam Investors Fund	Growth Stocks	-7.6	0.1	-16.7	10.9	6.9**
6. Massachusetts Investors Growth Stock Fund	Growth Stocks	-4.8	2.8	-13.5	11.8	4.4**
7. Mutual Investing Money Market Fund	Short-term debt instruments	3.0	6.4	14.9	INA*	INA*
8. Massachusetts Financial High Income Trust Fund	High-income producing bonds	0.3	11.7	4.9	INA*	INA*
9. Massachusetts Capital Development Fund	Higher-risk growth stocks	-6.0	2.5	-12.6	26.1*	17.5*
Market Indicators:						
1. U.S. Consumer Price Index	Measure of price changes	0.5	1.2	6.5	9.7	8.6
2. Dow Jones Industrial Average	Industrial stocks	-5.8	-3.2	-18.0	-2.1	-1.3
3. Dow Jones Bond Aver.	Bonds	2.0	3.9	-6.7	-7.3	-4.4
4. Money Market Funds as published in the Wall Street Journal	Short-term debt instruments	3.2	6.9	15.0	INA	INA
5. Six-month Money Market Certificates (Commercial Banks)	Guaranteed six month rate - Short-term debt instruments	3.4	6.6	14.1	INA	INA

INA - Information used to compute this statistic is not available.
* - This option was not available to state employees before 1/1/81
** - This option was not available to state employees before 1/1/76

MAILING LIST UPDATE

At the request of the Governor's Office, we are asking that any individual who is receiving more than one copy of this newsletter contact the Citizen's Advocate's Office (1-800-332-2272) or the Personnel Division (449-3871) so that the appropriate number of copies can be distributed.

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MONTANA PERSONNEL PERSPECTIVES

VOLUME 2
NUMBER 4

JUNE, 1982

EEO REPORT PRESENTED TO THE GOVERNOR

The 1982 report on the status of Montana's Equal Employment Opportunity program has been presented to the Office of the Governor by the State Personnel Division.

The annual report, required by executive order, discusses the progress made by state agencies and the State Personnel Division towards implementation of the Montana EEO guidelines which were implemented in November, 1980. The report recommends four actions to the Governor to assist the implementation:

1. The creation of a cabinet level State Council on Affirmative Action to monitor the affirmative action progress of agencies, receive the agency reports required by 49-3-302, MCA, and to foster progress towards a balanced workforce.

2. The institution of a public recognition program for persons or agencies which have made special efforts to implement their EEO/affirmative action program.

3. The clarification of veteran, handicapped civilian and other preference laws and policies.

4. The implementation of a recruitment/selection assistance program for state agencies in fulfillment of the requirements of 49-3-201(3), MCA.

Copies of the report will be distributed to agencies soon. Persons interested in additional information should contact Mark Cress or Jim Nys at 449-3871.

WELL, WELL, WELL

The Montana State Employees' Health Promotion Program is alive and well, following the tremendous success of Health Promotion Week and Health Fair on May 3-7.

Courses on wellness, self-care, smoking cessation, weight control, healthy heart, blood pressure control, and C.P.R. will be coming your way very soon.

A presentation of upcoming classes was given on June 11 to the Department of Revenue employees and 225 voluntarily attended one of the three thirty-minute sessions which briefly explained the programs. Of that 225, 65 employees took the health risk appraisal and 64 seemed ready to make a commitment to participate in the classes.

For those of you who don't already know, the health risk appraisal is a tool that can assist an individual in understanding and managing his specific health risks, as well as making daily health decisions.

The Departments of Highways and Social and Rehabilitation Services are scheduled for the next health promotion presentation. Be on the look-out, it will be coming your way soon.

For further information on the Health Promotion program contact Mike Arnold at 449-3871.

CLASS SPECIFICATION PROJECT SUMMARY

The Classification Bureau is into their second month of writing or re-writing the majority of the class specifications now being used.

During the first month and a half of the project, 120 specifications were written. Included in this number are 19 class series and 89 individual classes. About one-third of these will be published on or before July 1 along with a new inventory.

Agencies receiving requests from the Classification Bureau for position descriptions (PD's) to be used on this project should continue to return PD's on a prompt basis. Doing so will enable us to complete the writing of the class specifications on a more timely basis.

Personnel or temporary assignment from the agencies have provided us with invaluable help and their assistance is certainly appreciated. Howard Hammer of the Department of Revenue and Joe Maronick and Barbara Malensek of the Department of Labor and Industry are presently working with the Personnel Division on the project. Special kudos to Jean Bond of S.R.S. for the assistance received during her stint with the Personnel Division.

Agencies who would like additional information should contact Caleb Mills at 449-3871.

HANDICAPPED COORDINATOR ATTENDS PRESIDENT'S COMMITTEE ON EMPLOYMENT OF THE HANDICAPPED

The annual meeting and training conference of the President's Committee on Employment of the Handicapped was held at the Washington Hilton, Washington, D.C. from April 26-30, 1982. Barbara Charlton, Handicapped Employment Coordinator who is also Executive Secretary of the Montana

Governor's Committee on Employment of the Handicapped, attended the annual meeting as Montana's representative. A resolution was passed unanimously by the states encouraging President Reagan not to support the recent Department of Justice guidelines relating to changes in 504 legisation (Civil Rights legislation for the handicapped.)

On May 21, 1982, Barbara Charlton met with representatives from the Vocational Rehabilitation Division, Merit System agencies, Job Service, the State Personnel Division, and the Montana Human Rights Division to discuss the process for certifying handicapped applicants for employment preference. As a result of this meeting, a memo was sent to all state agency EEO/personnel staff explaining the certifying process. Additional copies of this memo can be obtained by contacting Barb Charlton at 449-3871.

The next meeting of the Montana Governor's Committee on Employment of the Handicapped will be at 9:30 a.m. on July 13, 1982 in Room 160 of the Mitchell Building. Some of the topics that will be discussed by the committee are funding the "Windmills" training package, an overview of the annual President's Committee meeting, proposed changes to the state preference statute, and contest participation.

For further information contact Barb Charlton at 449-3871.

INCENTIVE AWARDS ADVISORY COUNCIL

Morris Brusett, Director of the Department of Administration, has appointed members to the Incentive Awards Advisory Council. Bill Palmer, Department of Labor and Industry; Mike Abley, Supreme Court; Lois Menzies, Legislative Council; Judy Carlson, Department of Social and Rehabilitation Services; Jack Noble, Office of the Commissioner of Higher Education; Russ McDonald, Department of Highways, and; Jim Adams, Montana Public Employees' Association have been selected as voting members of the Council. Dennis M. Tayor, Personnel Division, has been appointed as non-voting ex-officio member. This Advisory Council will meet regularly to evaluate and make recommendations regarding employee ideas to cut governmental costs or improve services without increasing costs. A worthwhile idea could result in a $500 cash award to the employee.

For further information on the Employee Incentive Awards program, contact Joe Michaud at 449-3871.

POLICIES SENT TO AGENCIES FOR COMMENT

Policies on Sick Leave, Annual Vacation Leave, and Military Leave have been revised and sent to agency heads and personnel officers for review and comments. All comments should be sent to the Employee Relations Bureau by Friday, July 23, and a Personnel Network meeting is tentatively scheduled for August 9.

A new policy on Leave of Absence Without Pay was also sent to agency heads and personnel officers for review and comments.

Interested parties may obtain copies of these policies by contacting Barb Charlton or Linda Rickman at 449-3871.

STUDY PHASE ENDING - DECISION MAKING BEGINS FOR PERSONNEL AND LABOR RELATIONS STUDY COMMISSION

The Personnel and Labor Relations Study Commission appointed by Governor Ted Schwinden last fall is approaching the end of its investigative phase. It has reviewed nearly all of the matters identified for in-depth study and is currently in the process of making tentative decisions regarding a variety of methods for improving state government's personnel and labor relations programs in Montana.

Tentative Decisions to Date in Major Areas of Study

AREA 1: Legislative Involvement in Collective Bargaining.

Recommendation 1 - Increase legislative involvement in collective bargaining by:

a. Administratively improving executive/legislative branch communications concerning collective bargaining through: (1) periodic briefings on the conduct of collective bargaining, (2) earlier introduction of the pay bill to the legislature, and (3) joint development of a reliable independently verifiable system of calculating the cost of the negotiated settlement by all State offices involved.

b. Submitting draft legislation (without Commission recommendation) for the legislature's consideration which would establish a legislative oversight committee authorized to require pre-acceptance and pre-offer consultation by executive branch negotiators and to ratify negotiated agreements prior to submission to the full legislature.

AREA 2: Collective Bargaining and Operations of the Board of Personnel Appeals.

Recommendation 2 - Make collective bargaining procedures for nurses more consistent with those for other public employees by amending the separate nurses act to:

a. allow employers to file unfair labor practice charges, and

b. allow the Board of Personnel Appeals rather than the District Court to adjudicate unfair labor practice complaints involving nurses

Recommendation 3 - Require use of mediation before the parties to a collective bargaining dispute can take any form of concerted action (including a strike.)

Recommendation 4 - Administratively move toward a single pre-budget negotiation session for all items (both economic and non-economic) to give both management and labor greater flexibility.

Recommendation 5 - Statutorily give the Board of Personnel Appeals staff authority to investigate an unfair labor practice complaint and dismiss it if found unmeritorious subject to review by the full Board on appeal.

Recommendation 6 - Administratively provide parties to an unfair labor practice charge with a choice of staff hearings officers as follows: the Board of Personnel Appeals provides a list of three hearings officers to the parties; each party strikes one; the case is heard by the remaining hearings officers.

Recommendation 7 - Statutorily clarify the starting date of the five-month time limit for a final Board of Personnel Appeals decision on an unfair labor practice case as: "five months after final briefs are submitted to the hearings officer or, if no briefs are submitted, then within five months after the hearing."

Recommendation 8 - Appropriate $5,000 to be used by the Board of Personnel Appeals to provide training in mediation to its staff.

Recommendation 9 - Appropriate $5,000 to be used by the Board of Personnel Appeals to complete an index of its decisions.

Recommendation 10 - Statutorily give the Board of Personnel Appeals the authority to hire its own staff to insure independence and neutrality.

Recommendation 11 - Statutorily transfer secondary functions of the Board (adjudication of classification appeals and employee grievances for Highways and Fish, Wildlife and Parks) to a new board so the Board of Personnel Appeals can concentrate on its primary labor relations functions after the model of the National Labor Relations Board - see Recommendation 12.

AREA 3: Classification and Pay.

No recommendations to date.

AREA 4: Increased Productivity Through Improved Personnel Administration

Recommendation 12 - Statutorily establish a 3-member grievance appeals board to hear appeals of employee grievances involving termination, demotion, suspension and layoff of more than forty hours, involuntary transfer to another geographical location, position classification and retaliation for participation in the state grievance and appeals process.

This Board would replace the Merit System Council and assume the classification appeals and limited grievance and appeals functions of the Board of Personnel Appeals. It would be administratively attached to the Department of Administration and have authority to conduct hearings, subpoena records, and issue orders it considers appropriate except that it could not reverse or modify an agency decision unless it finds that

there is substantial evidence that the agency decision: (a) is unsupported by just cause; (b) is in violation of law; (c) is made without due process; or (d) is affected by harmful error in procedure established by state or agency policy.

Additional recommendations in this area are anticipated.

Future Meeting Plans

The next meeting of the Personnel and Labor Relations Study Commission will be held in the new Highway Building Auditorium on Tuesday afternoon and evening and all day Wednesday, July 20 and 21, and will be primarily devoted to decision making. New material will be presented on the questions of whether the three collective bargaining acts affecting state employees should be consolidated and whether collective bargaining by the University System and remaining executive branch should be combined. Meetings are open to all interested individuals.

The Commission expects to complete its tentative decision making in the next two meetings - July and September. Those decisions will then be distributed and a final public hearing held before they are finalized.

Anticipated Decisions

At its next two meetings, the Study Commission will be making recommendations on the two new labor relations questions plus the following questions studied earlier.

Classification

Whether to delegate classification authority to line agencies and on the issue of classification methods, whether to: (1) retain the current non-quantitative factor comparison method; (2) adopt a new system -- either the Hay guidechart profile or the factor ranking (Oliver) system; or (3) evolve into a specially designed quantitative system.

Compensation

Whether and how to correct pay compression; whether to establish more separate pay plans for broad categories of employees (professionals, managers, etc.); and whether to provide some pay-for-performance features as part of the state pay plan -- either non-base-building bonuses or performance-based annual increases.

Personnel Administration

What kinds of recruitment and selection services the central Personnel Division and State Job Service can effectively provide to improve these decentralized functions and what training and management assistance programs are needed.

Comments Encouraged

Individuals with comments on any of these issues under study are encouraged to submit them to Chairman Francis Bardanouve, c/o Joyce Brown, Project Director, Mitchell Building, Helena, Montana 59620.

HEALTH INSURANCE

Negotiations between Blue Cross of Montana and the State Personnel Division are underway. Areas of discussion include claims turnaround time, claims service, disputed claims resolution, expanded dental benefits and the health and dental rates for the next contract year.

The State Employee Benefits Advisory Council is planning to meet during the week of July 12-16. They will review the results of the negotiations and make recommendations to the Department of Administration on contract changes and health and dental rates. Members of the Council include: Dennis M. Taylor, Personnel Division; Tom Schneider, MPEA; Nadiene Jensen, AFMSCE; Diana Dowling, Legislative Council; John Mathews, Department of Justice; John Prebil, Department of Highways; and Troy McGee, Office of Budget and Program Planning.

If you would like more information or would like to attend the next advisory Council meeting, contact Mike Arnold at 449-3871 or Rod Sundsted at 449-5614.

STAFF

Gale Kuglin, Employee Relations Bureau, is on maternity leave and is tentatively planning to return to work in early September.

MAILING LIST UPDATE

At the request of the Governor's Office, we are asking that any individual who is receiving more than one copy of this newsletter contact the Citizen's Advocate's Office (1-800-332-2272) or the Personnel Division (449-3871) so that the appropriate number of copies can be distributed.

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MONTANA PERSONNEL PERSPECTIVES

VOLUME 2
NUMBER 5

JULY, 1982

TAYLOR COMMENTS ON EEO REPORT

The annual report to the Governor recently released by the Department of Administration's Personnel Division shows that state government "has to do a much better job in its efforts to employ handicapped, minorities and non-clerical women", according to Dennis Taylor, Personnel Division Administrator. Yet, Taylor adds, "the percentage of women, minorities and disabled persons working for the state has dropped in some instances because of federal budget cutbacks. The cutbacks affected a disproportionally higher share of these people because lay-offs generally occur on a seniority basis."

For the first time ever, all agencies which report to the Governor have submitted at least draft affirmative action plans for Personnel Division review. These plans, says Taylor, have provided the framework for improving the state's utilization of women, minorities and the handicapped.

Several departments including Administration, Natural Resources and Conservation, Revenue and Agriculture have already made significant improvement in their hiring of traditionally under-employed persons.

Some of the report findings:

- Women increased their representation in state managerial and professional jobs by 20.5% between 1976 and 1980.
- The average state female employee earned only 69.4% as much as the average male employee in 1982.
- The state employs professional minorities at a greater rate than other large private sector employers in Montana, although overall, the private sector employs more minorities.
- Approximately 2.5% of the state's employees are disabled persons.
- Females hold more than 90% of all clerical jobs, 32% of all managerial jobs, 3% of all protective service jobs, and 1.7% of all skilled craft jobs.

Persons interested in additional information should contact Mark Cress or Jim Nys at 449-3871.

[redacted]NING PACKAGE ON EMPLOYING THE HANDICAPPED

The Go[redacted]tee on Employment of the Handicapped held their quarterly meeting on July 13, 1982 in Helena. One major topic of discussion was funding sources for the "Windmills" training package.

The GCEH has received commitments from 3 state agencies to contribute the funds necessary to co-sponsor the "Windmills" training package for hiring officials on employing the handicapped. The three state agencies contributing to this training effort are:

- Rehabilitative Services Division of SRS
- Job Service and Employment and Training Division of Labor and Industry
- Personnel Division of the Department of Administration

A one-day demonstration training has been scheduled for September 21, 1982 for public and private hiring officials and personnel officers. The demonstration training will be provided at NO COST to the agency. There are only 30 training slots available. For further information contact Barb Charlton at 449-3871.

A two-day training for trainers has been scheduled for September 22-23, 1982. Approximately 25 trainers will be trained to deliver the "Windmills" training package to other public and private employers throughout the state of Montana. Thus, the training package will be made available in Montana on a continuous basis.

The GCEH extended a special thanks to the three state agencies who contributed the funds necessary to bring this needed training to the state of Montana. The next meeting of the GCEH is scheduled for October 12, 1982, Room 160, Mitchell Building, Department of Administration, Helena, Montana.

For further information contact Barb Charlton at 449-3871.

PROPOSED REVISION FOR VETERANS AND HANDICAPPED CIVILIAN EMPLOYMENT PREFERENCE ACT

On July 9, 1982, Dennis M. Taylor, Administrator, State Personnel Division, circulated an initial draft of proposed legislation amending the Veteran and Handicapped Civilian Employment Preference Act. This draft legislation is the first attempt to get concerned groups together to develop common amendments to the law which are designed to make the law easily and consistently administered and to have the nature of the "preference" clearly defined.

Veterans, handicapped civilians, state and public employers and other interested persons were asked to carefully review and comment on the legislative proposal. During the review process, every effort will be made to insure that the proposed changes continue the state policy to grant preference in public employment to veterans and disabled persons while at the same time clarifying the language of the law.

The initial proposal was discussed by the GCEH at their July 13, 1982, meeting. As a result of this meeting, all comments received will be distributed to interested parties for review. Also, a meeting will be scheduled between concerned groups prior to re-drafting a final version of the legislation.

If you have any questions, or you would like a copy of the initial draft legislation for review, contact Dennis Taylor at 449-3871.

STATE EMPLOYEE GROUP BENEFITS ADVISORY COUNCIL MEETS

The State Employee Group Benefits Advisory Council met on July 16th and made the following recommendations:

- Renew the life insurance plan with no increase and allow for a modified open enrollment.

- Renew the medical insurance with a 19% increase and leave the plan design as is.

- Renew the dental insurance with a 37% increase and leave the plan design as is.

The impact of these changes will be an overall increase in group benefits cost of 19.5%.

- The insurance carrier and the state consultant projected an overall increase in group benefit costs of approximately 26%. The Council recommended that the State use $600,000 in reserves to reduce the cost increases from 26% to 19.5%. $300,000 of this amount is investment earnings generated as a result of the state going to a minimum premium plan last year.

- The Core Plan for an individual employee (medical, dental and life) will increase from $65.00/month to $77.67/month. The contribution provided by the state will increase from $70 to $80 at the same time (the paycheck received August 4th.)

- The increase for an "average" employee will be from $91.32/month to $109.05/month. Again, the state contribution will increase from $70 to $80/ month.

- The Council recommended that the state continue to contract with Blue Cross of Montana for claims service. They also recommended the state request proposals from other carriers for claims service in an attempt to receive better claims service for state employees. A decision is expected in November on the proposals received.

For further information contact Mike Arnold at 449-3871.

PERSONNEL AND LABOR RELATIONS STUDY COMMISSION MEETS

The Personnel and Labor Relations Study Commission met July 20 and 21. The agenda items were:

- Staff papers on the advisability of consolidation of collective bargaining acts, and collective bargaining for the University System and the rest of state government.
- Staff paper on employee motivation and productivity.
- Executive session to reach tentative decisions on the remainder of the collective bargaining issues and review draft legislation.
- Executive session to reach tentative decisions on classification and pay issues.
- Presentation by the Commissioner of Higher Education.
- Executive session to complete decision making on classification and pay and begin tentative decision making on issues of increased productivity through improved personnel management.
- Executive session to continue tentative decision making on issues of increased productivity through improved personnel management.

A more detailed review of the meeting will be presented in the August issue.

For further information contact Joyce Brown at 449-3871.

GOVERNOR APPOINTS COUNCIL MEMBERS

Governor Ted Schwinden has appointed Karen McNeal Booker, Helena, and Lee Conwell, Great Falls, to the Merit System Council.

Ms. Booker is a senior accountant for Kindred, Holland and Company in Helena. She will succeed Charles "Si" Seifert of Helena. Mr. Seifert was first appointed to the Council on April 5, 1972, and his term expired May 31, 1982.

Mr. Lee Conwell is the personnel manager for I.F.G. Leasing Company in Great Falls. He succeeds Ms. Marilyn Wessel of Bozeman. Ms. Wessel was appointed June 1, 1978 and resigned July 1, 1982 when she accepted a position with Montana State University which made her ineligible for Council membership.

A Merit System Council meeting will be held August 9, at which time the new Council members will be welcomed aboard and Mr. Seifert and Ms. Wessel will be honored for their past service to the Merit System.

If you would like more information or would like to attend the Council meeting, contact Linda Rickman at 449-3871.

PERSONNEL NETWORK TO MEET

The Personnel Policy Network will meet at 1:30 Monday, August 9 in the Personnel Division Conference Room. The tentative agenda includes:

- Class Specification Project - update on the writing or re-writing the majority of the class specifications now being used.

- Personnel and Labor Relations Study Commission-study phase ends, decision making begins for the Commission.

- Group Benefits Plan - update on the State's group insurance plan.

- Central Training Section - review of the Central Training Section of the Personnel Division which has significantly reduced its workshop program effective July 1, due to federal funding cuts. Suggestions and comments on agency training needs will be open for discussion at this meeting.

- Sick Leave, Annual Vacation Leave and Military Leave - revisions of the three existing leave policies were distributed to all network members and will be open for discussion at this meeting.

- Leave of Absence Without Pay - a copy of the new draft policy was distributed to all network members and will be open for discussion at this meeting.

- Disaster and Emergency Leave - a copy of the second draft of the proposed revision was distributed to all network members and will be open for discussion at this meeting.

- Guidelines on Seminars and Briefings Pertaining to Employee Programs - a copy of the guidelines was distributed to all network members and will be open for any comments or suggestions at this meeting.

For further information, contact Mark Cress or Linda Rickman at 449-3871.

COUNCIL TAKES ACTION ON INCENTIVE AWARDS APPLICATIONS

The Incentive Awards Advisory Council, in its July 13 meeting, made several recommendations on suggestions received from incentive award applications.

An idea was received for a more cost-effective Veteran's Affairs reporting form. The Council recommended that an award be made for the suggestion and that the Department of Social and Rehabilitation Services review and recommend a final award amount to the Council. The Council also recommended that a final decision on the idea which suggests a procedure for screening ineligible clients from receiving medicaid services be postponed and that SRS inform the Council as to when an adequate evaluation can be made on the suggestion.

The Council recommended one suggestion not result in an award because based on statements made, it involved the suggestor's normal job responsibilities. There were 27 other suggestions that were recommended not to receive awards for various reasons out of a total of 85 incentive awards applications that have been received thus far. Consideration of the majority of applications was postponed until the August meeting.

The Council instructed Program Coordinator Joe Michaud to request more complete cost calculations from applicants and affected agencies when necessary. They also asked that the classification analysts and agencies list reasons on the evaluation form whenever the eligibility of a particular suggestion is questionable.

The next meeting of the Advisory Council has been tentatively set for August 10 at 9:00 a.m.

For further information contact Joe Michaud at 449-3871.

BPA ADOPTS THE COLLYER DOCTRINE

The Montana Board of Personnel Appeals has set a precedent for its handling of certain unfair labor practice cases by the adoption of Federal National Labor Relations Board policy established through the Collyer Insulated Wire case of 1971. Commonly known as the Collyer doctrine, this policy refers to the practice whereby certain unfair labor practices which may also be contract violations are deferred for resolution to the negotiated grievance procedure found in the parties' collective bargaining agreement. Not all unfair labor practice charges are deferred to the binding arbitration procedure.

The Board was asked to formally adopt the doctrine in a recent case involving firefighters from Anaconda.

The Board has outlined certain criteria that must be met which will be included in the final order. Copies of that order are available from the BPA. Contact Bob Jensen at 449-5600.

JUSTICE AND ADMINISTRATION HIRE PERSONNEL OFFICERS

The Department of Administration and the Department of Justice recently hired personnel officers.

Ms. Caro J. Gerber accepted the position with the Department of Administration and starts work July 26. Ms. Gerber transfers from the Department of Labor and Industry, Personnel Appeals Division, where she works as a Grievance and Appeals Officer. She also worked for the Department of Administration, Classification Bureau, as a Job Analyst and the City of Eugene, Oregon with Equal Employee Opportunity, Personnel Department.

Howard Hammer has accepted the position with the Department of Justice and will be starting July 26. Mr. Hammer presently is employed by the Department of Revenue as a Management Analyst. He was also employed by the Department of Administration, Classification Bureau, as a Job Analyst before joining Revenue's staff as a Personnel Officer in 1976.

STAFF CHANGES

The Personnel Division has selected B.J. Ballard to serve a ten-week internship with the Employee Relations Bureau. Ms. Ballard is fulfilling a Montana State University Masters of Public Administration requirement and will be with the Bureau through September 7.

John Balsam, Research Specialist for the Personnel and Labor Relations Study Commission will be transferring to a new position now that the information-gathering stage of the Commission has been completed. Mr. Balsam will be employed as a Management Analyst with the Consulting Service Bureau, Department of Administration.

Senior Classification Specialist Colleen Mack-Canty has resigned to pursue Ph.D studies at the Center of Public Administration and Policy, Virginia Technology, Blackburg, Virginia. Ms. Mack-Canty received a research assistantship from the Center.

LOST AND FOUND

Two copies of a film entitled, "Pack Your Own Chute," are "missing in action" from the Personnel Division. If you have the films or any information as to the whereabouts of the films, please contact Linda Cuchine at 449-3871.

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MONTANA PERSONNEL PERSPECTIVES

NUMBER 6
VOLUME II

AUGUST, 1982

GOVERNOR SIGNS EXECUTIVE ORDER PROHIBITING SEXUAL HARASSMENT

Gov. Ted Schwinden signed an executive order establishing a policy prohibiting sexual harassment and directing the Department of Administration to promulgate rules implementing the policy Aug. 6, 1982. (Full text of the order follows.)

The Personnel Division will promulgate a policy to be adopted as administrative rules and will offer training on sexual harassment to all state agencies, as required by the executive order.

The proposed administrative rules must be submitted to the Governor by Sept. 15. They outline the basic liability of agencies regarding sexual harassment involving supervisors, co-workers and others. The rules will require each agency head to adopt a policy statement prohibiting sexual harassment and an agency procedure to receive and investigate complaints of sexual harassment. Sample policy statements and complaint procedures will be available from the Personnel Division.

The rules will provide that proven cases of sexual harassment are subject to discipline, including termination, under the discipline handling rules.

The Personnel Division will make training on sexual harassment available to agencies in the near future. The training involves exercises, discussion of the legal definition and the extent and consequences of sexual harassment and a question and answer session. Agencies will be asked to promote attendance by employees at this training.

For further information, contact Mark Cress or Linda Rickman at 449-3871.

STATE OF MONTANA
OFFICE OF THE GOVERNOR
EXECUTIVE ORDER NO. 7-82

Executive Order Establishing a Policy Prohibiting Sexual Harassment and Directing Department of Administration to Promulgate Rules Implementing Policy.

Whereas, Article II, Section 4 of The Constitution of the State of Montana, provides as follows:

"Individual Dignity. The dignity of the human

being is inviolable. No person shall be denied the equal protection of the laws. Neither the state nor any person, firm, corporation or institution shall discriminate against any person in the exercise of his civil or political rights on account of race, color, sex, culture, social origin or condition, or political or religious ideas," and

Whereas, employees of state government are entitled to work in an environment free from discrimination, whether it is based on sex, race, color, religion, national origin, marital status, political belief, age or handicap; and

Whereas, sexual harassment undermines the integrity of the employment relationship, lowers morale, interferes with productivity, and adversely affects the careers of state employees; and

Whereas, sexual harassment is a prohibited personnel practice under state and federal law; and

Whereas, deliberate or repeated unsolicited comments, gestures, or physical contact of a sexual nature constitute sexual harassment; and

Whereas, state employment demands from each employee the highest standard of honesty and impartiality when carrying out the business of state government; and

Whereas, sexual harassment and other conduct which violates these standards will not be condoned or tolerated; and

Whereas, I am committed to the elimination of sexual harassment in the workplace;

NOW, THEREFORE, I TED SCHWINDEN, Governor of the State of Montana, by virtue of the authority vested in me by Article VI, Section 4 of the Constitution of the State of Montana and Section 2-15-103, MCA, do hereby establish a state policy prohibiting sexual harassment as stated herein and hereby order the Department of Administration as follows:

1. To develop and promulgate rules prohibiting sexual harassment in all state departments and agencies; and

2. To submit the proposed rules to me for review by no later than September 15, 1982; and

3. To conduct training seminars in sexual harassment for state employees, addressing, but not limited to, its prevention and enforcement.

GOVERNOR DECLARES SEPTEMBER SAVINGS BOND MONTH

Gov. Ted Schwinden declared September U.S. Savings Bond month. A 20 percent increase in employee participation is the goal of the drive.

To date, all agency contacts have been identified and fully briefed as to coming program events. All employees will receive information regarding the savings bond program through savings bond agency contacts. There are significant proposed changes that are moving through Congress right now and it is hoped they will be instituted by Sept. 1. They are:

Market Based Variable Interest Rate:

1. Increase the yield on bonds so their return will be no less than 85% of the average on 5-year treasury marketable securities. This return would be realized on all new and outstanding bonds held at least 5 years.

2. Bonds would have a guaranteed minimum base rate to protect bond holders from downward risk.

Significant (in-place components):

1. The new state payroll system will accommodate payroll deductions as small as $5 per month.

2. Taxes can be deferred until bonds are cashed. This may provide much higher interest returns.

3. If a person buys them for children, no tax is paid on them.

4. Multiple bonds may be purchased through the Payroll Savings plan.

5. Bonds can be purchased for half of their face value now, instead of 75% required in the past. And, the bonds are redeemable after 6 months; or, if retained, they keep earning interest and growing in value.

6. Bonds are not subject to probate, providing ready cash in time of need.

7. Current rate of earning for Series EE bonds is 9%.

Savings bonds offer something for everyone, but in particular, offer a realistic approach to saving for the small investor.

If there are any questions, contact the agency contact listed below, Doug Denler or Mike Mikota at 449-3871.

Department of Justice	Frieda Terry
Public Service Commission	Iris Basta
Department of Livestock	Nell Johnson
Department of Agriculture	Rae McDonald
Department of Commerce	Laurie McDonald
Department of Labor and Industry	Joe Maronick
Worker's Compensation Division	Helen McCarthy
Department of Military Affairs	Larry Field/Dorothy Barnet
Department of Revenue	Jill Shea
Department of Highways	Don Copley
Commissioner of Higher Education	Jackie Wrigg
Department of Administration	Dorothy Riis
Department of Institutions	Gail Broadwater
Montana College of Mineral Sciences & Tech.	John Nugent
Montana State University	Jody Mae

Western Montana College	Dorothy Seymour
Northern Montana College	Aileen Sather
Eastern Montana College	Audrey Senterwall
Swan River Youth Forest Camp	Melvin Mohler
Pine Hills School	Patricia Laney
Eastmont Training Center	Jan Kruger
University of Montana	Betty Oleson
Mountain View School	Linda Grief
Public Employees Retirement Division	Korrene Livesay
Teacher's Retirement Division	Marjorie Rowley
State Tax Appeal Board	Sandy Waddell
Fire Services Training School	Bruce Haddala
Human Rights Division	Ray Brown
Board of Personnel Appeals	Jennifer Jacobson
Center for the Aged	Connie Hyde
Boulder River School and Hospital	Tom Dolan
Montana Arts Council	Ruth Browder
School for the Deaf and Blind	Miral Gamradt
Warm Springs State Hospital	William McCrea
Veteran's Home	Lynette Strickland
Department of Fish, Wildlife and Parks	Debbie Burk
Superintendent of Public Instruction	Joyce Thompson
Governor's Office	Mary Jo Murray
Montana Historical Society	Nancy Nys
Department of Health & Environmental Sciences	Chuck Stohl
Department of State Lands	Maggie Johnson
Department of Natural Resources & Conservation	Renee Murphy
Disaster and Emergency Services Division	Chris Christensen
Social Rehabilitation Services	Ron Brown
Secretary of State	Joanne Stevens
Commissioner of Campaign Finance & Practices	Blake Running
State Auditor's Office	Jim Weg
Board of Public Education	Hidde Van Duym
Advisory Council for Vo-Tech	Gail Stockwell
Montana State Prison	Larry Gebhardt

COMMENT PERIOD FOR DRAFT PREFERENCE
LEGISLATION ENDS AUGUST 31, 1982

During July and August the first draft of proposed legislation amending the Veteran's and Handicapped Civilian Employment Preference Act was circulated to concerned groups for review and written comments.

Persons having any comments regarding the proposed legislation should send them to: Dennis M. Taylor, Administrator, State Personnel Division before Aug. 31, 1982. This should give the Personnel Division ample time to review and analyze all suggestions and comments.

The Personnel Division will prepare a summary of all comments received and a second draft prior to the next Governor's Commission on Employment of the Handicapped (GCEH) meeting scheduled for Oct. 12.

TRAINING PACKAGE ON EMPLOYING THE HANDICAPPED SCHEDULED SEPT. 21

A one-day "Windmills" demonstration training is scheduled for Sept. 21. "Windmills" is a program designed to increase opportunities for persons with disabilities through training employers to have a more positive attitude about hiring persons with disabilities.

The demonstration training will be provided at no cost to the agency. There are only 10 training slots remaining.

For further information, contact Barb Charlton at 449-3871.

PERSONNEL NETWORK MEETS

Network members discussed proposed revisions to Sick Leave, Annual Vacation Leave, Military Leave, and Disaster and Emergency Leave at the Aug. 9 meeting. Also, the new draft policy on Leave of Absence Without Pay and Guidelines on Seminars and Briefings Pertaining to Employee Programs were discussed.

The Personnel Division is preparing final drafts of the policies which will be noticed in the Montana Administrative Register in the near future. The agencies will have 28 days to comment on the policies before they are adopted as administrative rules. Guidelines on Seminars and Briefings will be distributed to the agencies as guidelines and not in policy form.

For further information, contact Mark Cress or Linda Rickman at 449-3871.

MERIT SYSTEM COUNCIL MEETS

Morris Brusett, Director of the Department of Administration presented public service awards on behalf of Governor Schwinden to Charles "Si" Seifert and Marilyn Wessel for their service to the Merit System.

The presentation of awards occurred prior to the regular Merit System Council meeting Aug. 10. The meeting served as an orientation for new Council members Karen Booker, Helena, and Lee Conwell, Great Falls. The Council members also elected Norman Grosfield, who is serving his second year of the six-year appointment, to serve as council chairperson.

For further information, contact Linda Rickman at 449-3871.

WELL, WELL, WELL

One hundred and sixty-eight state employees from Revenue, SRS, Highways and employees who expressed interest during the health fair participated in educational courses such as behavioral modification weight loss, stress reduction, smoking cessation, wellness and self-care as part of the health promotion program.

Three classes in CPR have been completed and the employees who attended are now certified in CPR.

A fitness trail in the state complex is under consideration and the joggers and other outdoor people may have something extra to do while they are out and about.

Based upon data from health risk appraisals, a large percentage of those participating in the health promotion program are overweight, do not exercise regularly, do not wear seat belts while driving or riding in autos, nor do female employees give themselves breast examinations. These are major risk factors in many illnesses and diseases today. An objective of the health promotion program is to reduce those risk factors and develop a healthy employee population.

Anyone who would like to participate in the health promotion program may call Mike Arnold at 449-3871 for more information.

INCENTIVE AWARDS ADVISORY COUNCIL MEETS

The Council reviews and discussed 19 applications for incentive awards. It was recommended that six of these applications be resubmitted to the affected agencies for re-evaluation. It is requested that the agencies further consider these applications for implementation, assess cost saving possibilities, recommend award amounts, where applicable, and make explicit comments/recommendations for the Council's final action. Applications to be reconsidered are:

-- Elimination of duplicate and/or unnecessary items from sets of construction documents.

-- Transfer of cigarette and tobacco functions from Miscellaneous Tax Division to Legal and Enforcement Division (all within MDOR).

-- (Part II) Reduce shipment of 1st class "office to field" mail by coordination of supply needs and using quarterly shipments.

-- Restructure of the process of and forms involved in direct mailing to taxpayers.

-- Review or restructure of conservation measures used in existing state buildings.

-- Incorporate instructions for obtaining local prefix information in the state telephone directory.

Five applications were defined as ineligible due to ongoing evaluation and experimentation in those particular areas or due to the ideas already being in effect and operational.

The remaining eight applications were recommended not to receive awards for various reasons.

The Council instructed the Program Coordinator, Joe Michaud to continue to follow-up applications in various stages of evaluation, in order to expedite final decisions made by the Council and informing the applicant of these decisions.

The next meeting of the Advisory Council has been set for Sept. 7 at 9 a.m. in the Personnel Division Conference Room.

For further information, contact Joe Michaud at 449-3871.

PERSONNEL AND LABOR RELATIONS STUDY COMMISSION ACTIVITIES

The next meeting of the Personnel and Labor Relations Study Commission will be Sept. 9 and 10 in the Highways Department Auditorium from 9 a.m. to 5 p.m. both days.

The two-day meeting will be devoted to:

1. completing tentative decision making on questions studies previously including what personnel practices, programs or enhancements are needed to increase state productivity; whether separate collective bargaining by the University System and the rest of the executive branch should be consolidated; and whether separate collective bargaining laws covering public employees should be consolidated;

2. reviewing draft legislation to implement previous decisions; and

3. reviewing two follow-up papers - one outlining a classification enhancement program tentatively recommended at the July meeting and a second outlining options for a bonus pay-for-performance program tentatively recommended at the July meeting.

If tentative decision making is not completed at the Sept. 9 and 10 meeting, a second follow-up meeting may be scheduled later in the month. Upon completion, all tentative decisions will be distributed for review and a public hearing will be held in November.

For further information, contact Joyce Brown at 449-3871.

CENTRAL TRAINING MAKES CHANGES

The Training Section, Employee Relations Bureau, Personnel Division has made changes in structure, scheduling and course offerings. The changes are highlighted below, followed by a list of courses available this fall.

-- Courses are based on Montana personnel and supervisory practices, with practical how-to formats. The majority of the curriculum is no longer contract based; courses are being taught by state personnel who specialize in the course area. We believe this change will strengthen our curriculum by providing practical, tailored training specific to your needs.

-- Scheduling is more flexible. Courses are offered by general enrollment and are available on specific agency request. For example, your agency can request a class or classes to be tailored to your needs. Our office will cooperate with your personnel and present the course in agency.

-- New courses will be added by agency request. Coming January 1st are: "What Managers Need to Know About Classification and Pay," "Administering

Personnel Policies in the MOM Manual," and "Windmills." We are requesting you to contact our office with specific needs or suggestions for curriculum development.

-- Sexual Harassment Prevention Training for All State Employees. Executive Order number 7-82 issued by the Office of the Governor on August 6, 1982 requires sexual harassment prevention training for all employees. We are offering a 2-hour workshop which is available on flexible scheduling to help agencies meet the Governor's order.

-- Cost reduction is an additional benefit of our in-house format. Course costs are being reduced to a minimum, making courses more affordable.

-- Courses offered this fall include:
Active Listening Skills
Affirmative Action Formatting
Developing the Task Statement for Position Descriptions
Effective Business Meeting Procedures
How to Handle Discipline
Investigating EEO Complaints
New Employee Orientation
Parliamentary Procedure
Performance Appraisal for the Supervisor
Personnel Selection Techniques
Sexual Harassment Prevention Training
Supervisor's Guide to Avoid Unlawful Discrimination

If you have any questions, comments or suggestions; if you want further information about any of the courses or would like to begin scheduling courses, please contact B.J. Ballard at 449-3871.

STAFF CHANGES

Pamela Wintrode has accepted the new Selection Specialist position in the Personnel Division. Ms. Wintrode will be available to assist agencies in selection practices and may be reached at 449-3871.

Labor Relations Specialist Jean Moffatt has accepted a position with the Department of Highways. Personnel Specialist Gale Kuglin will continue on disability leave until November.

LEGAL DEVELOPMENTS

State of Connecticut, et al. v. Winnie Teal, et al.

The United States Supreme Court, in a five-to-four decision, has ruled that the "bottom line" does not provide an employer with a valid defense to a claim of racial discrimination in violation of Title VII of the Civil Rights Act of 1964, as amended. Under the "bottom line" defense, employers asserted that individual components of a selection process should not be reviewed for adverse impact if the final selection resulted in no adverse impact. In rejecting this defense, Justice Brennan, who wrote the majority opinion, stated that the "bottom line does not preclude employees from establishing a prima facie case, nor does it provide employers with a defense to such a

case." The Supreme Court believed that Title VII was designed to protect individual employees rather than "a minority group as a whole."

For further information, contact Jim Nys at 449-3871.

DEFERRED COMPENSATION - CONTRIBUTION CHANGES

As part of the continuing effort to improve the deferred compensation program as an employee benefit, deferral changes may now be made to begin in any month rather than just in January or July. These changes include the following:

1. increase or decrease in deferral amounts;

2. stop or start of deferrals;

3. change in investment modes to which current deferrals are allocated. These should be distinguished from moving funds already invested from one investment mode to another. The latter practice is not currently allowed.

Thirty days advance notice must be provided in making these allowable changes. For example, a change made for October (first reflected in the Central Payroll check distributed October 13) must be approved by the Personnel Division before Sept. 1. Otherwise, the change will not take effect until November.

For further information, contact Joe Michaud at 449-3871.

PERFORMANCE OF DEFERRED COMPENSATION OPTIONS
AS OF JUNE 30, 1982

Fund	Type of Fund	Percent Asset Value Change in Last 3 Months	Percent Asset Value Change in Last 6 Months	Percent Asset Value Change in Last Year	Percent Asset Value Change in Last 5 Years (Yearly Average)	Percent Asset Value Change in Last 10 Years (Yearly Average)
Deferred Compensation Plan Options:						
1. Fixed annuity-money invested before January 1, 1981	Guaranteed rate of return - Long-term commitments	2.2	4.5	8.8	8.0	INA**
2. Fixed annuity-money invested after January 1, 1981	Guaranteed rate of return - Long-term commitments	3.1	6.3	11.7	INA*	INA*
3. Mutual Investing Foundation Fund	Income Stocks	-0.9	-2.7	-6.6	3.7	4.8**
4. National Investors Corporation Fund	Growth Stocks	-1.7	-9.3	-17.3	8.5	4.1**
5. Putnam Investors Fund	Growth Stocks	0.2	-7.3	-14.2	10.9	6.1**
6. Massachusetts Investors Growth Stock Fund	Growth Stocks	0.4	-4.4	-11.6	12.3	4.0**
7. Mutual Investing Money Market Fund	Short-term debt instruments	3.2	6.3	14.4	INA*	INA*
8. Massachusetts Financial High Income Trust Fund	High-income producing bonds	3.6	3.9	6.8	INA*	INA*
9. Massachusetts Capital Development Fund	Higher-risk growth stocks	2.6	-3.6	-10.1	25.7*	17.3*
Market Indicators:						
1. U.S. Consumer Price Index	Measure of price changes	2.7	3.2	6.9	9.8	8.7
2. Dow Jones Industrial Average	Industrial stocks	-1.3	-7.0	-16.9	-2.1	-1.3
3. Dow Jones Bond Aver.	Bonds	0.2	2.2	-4.2	-7.3	-4.4
4. Money Market Funds as published in the Wall Street Journal	Short-term debt instruments	3.4	6.6	14.6	INA	INA

INA - Information used to compute this statistic is not available.
* - This option was not available to state employees before 1/1/81
** - This option was not available to state employees before 1/1/76

"Montana Personnel Perspectives" is published monthly by the Department of Administration, Personnel Division. It is intended to keep personnel officers and agency managers informed of developments in the area of personnel management. Material may be reproduced by state agencies without permission. Comments should be directed to the Personnel Division, Mitchell Building, Helena, Montana (449-3871).

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MONTANA PERSONNEL PERSPECTIVES

NUMBER 7
VOLUME II

SEPTEMBER, 1982

DECISION MAKING CLOSE TO COMPLETION FOR PERSONNEL AND LABOR RELATIONS STUDY COMMISSION

During its two-day meeting on September 9 and 10, the Personnel and Labor Relations Study Commission completed tentative decision making on nearly all of the questions under study. A follow-up meeting will be held on September 29th to complete tentative decision making on the remaining questions.

The following recommendations were made at the September 9th and 10th meeting:

1. Establish a non-base building, pay-for-performance bonus system for all unorganized employees. Pay for performance funds appropriated by the legislature are to be distributed according to rules adopted by the Department of Administration. These rules are to include:

   (a) a specification of the size of bonuses to be distributed;

   (b) a requirement that the bonuses be limited to 20% of the employees to insure that it does not become a blanket pay increase; and

   (c) a requirement that bonuses be limited to those agencies which have a fully implemented performance appraisal system which meets established professional standards. (Extensive testimony was received from organized employees opposing a pay-for-performance program for them.)

2. Improve the state's recruitment and selection practices as follows to attract and hire the most qualified employees possible and to make state openings known to the public.

   (a) Establish a recruitment and selection training program and require attendance by state hiring officials at least every three years.

   (b) Require all state agencies to recruit through Job Service for all job openings to provide citizens with a single source of information on all state openings, but permit agencies to also recruit elsewhere to meet special recruitment needs.

   (c) Require Job Service to post notices of all state job openings and designate them as state openings.

(d) Establish a comprehensive agreement between Job Service and the state providing that Job Service will screen applicants down to the number specified by the agency for positions which readily permit such screenings. This would include clerical positions for which screening can be based on typing tests, and positions without skill requirements for which referral can be random. In these cases, a list of the top qualified applicants or a specified number of applicants can be referred to the agency. For positions requiring less easily assessed qualifications, Job Service would screen general applicants for possession of minimum qualifications only, and refer all applicants who meet the minimum.

(e) Establish a joint Job Service Division/Personnel Division training team to develop and provide a selection training program for Job Service interviewers involved in referrals for state positions.

(f) Provide sufficient resources to update and validate merit examinations being administered by the Job Service. Estimated to be 2 FTE's with test development expertise.

3. Clarify hiring preferences as follows:

(a) Amend the Veteran's and Handicapped Civilian Preference Act (10-2-201 through 10-2-206, MCA) to define preference to mean a preference granted over other candidates who are substantially equally qualified as opposed to an absolute employment preference.

(b) Amend the Act to clearly indicate the relationship between competing preferences and how those preferences should be administered.

(c) Amend the Act to clarify that the employment preference does not extend over existing employees or those employees who have been laid off and retain reinstatement rights to their jobs.

(d) Amend the Act to limit preference to initial appointment.

4. Improve the state's training programs, particularly management training to enhance job skills, management skills and increase productivity as follows:

(a) Expand the capacity of individual agencies to provide job or program specific training by recommending that training funds be provided in every agency's budget based on a well-developed needs assessment and training plan.

(b) Establish a central training section responsible for general skills training, with the following specific functions:

(1) Develop and provide a managerial and supervisory curriculum specific to Montana state managers and supervisors

making use of internal resources, University personnel, and private consultants.

(2) Coordinate training resources including internal resources, the University System, and private vendors to avoid redundant purchases and make full use of available programs.

(3) Provide technical assistance to agencies in conducting needs assessments, developing training plans, and developing and assessing in-house training activities and budgets.

(4) Continue to select workshop programs using private vendors more carefully selected to meet identified training needs.

(5) Directly provide general skills training not available at reasonable cost elsewhere.

(c) Require all newly hired managers to take core management courses.

5. Improve employee morale and provide non-monetary performance incentives as follows:

(a) Establish a non-monetary award program that recognizes the accomplishments of individuals and groups of employees.

(b) Study the need for a state employee assistance program to provide aid to employees and the supervisors of employees whose personal crises affect job performance. The program would address personal crises such as alcohol abuse, emotional stress created by divorce, family deaths, etc. The Personnel Division is to prepare a detailed proposal with justification for consideration by the 1985 Legislature. In the interim, the Division is to provide what information and training it can within its existing resources to assist supervisors in dealing with employee assistance problems.

6. Limit strikes or work stoppage and lockouts, particularly when essential services to the public are interrupted and provide binding arbitration as an alternative as follows:

(a) Statutorily require use of mediation before concerted action by either party to a dispute.

(b) Statutorily require a 120 hour (5 day) notice of a concerted refusal to work at any public place or before engaging in any strike, lockout, or picket which results in a concerted refusal to work at any public place of employment.

(c) Statutorily provide injunctive relief for a violation of either of the above requirements.

(d) Statutorily provide injunctive relief from a strike or work stoppage upon a petition to district court by a public employer where the court determines that continuation of the strike would pose an imminent danger to the health, safety or welfare of the public, as opposed to inconvenience or discomfort. Injunctive relief is conditioned upon a requirement that both sides to the dispute submit to compulsory, final-offer, binding arbitration.

7. Increase consistency and reduce confusion in collective bargaining processes for public employees by amending the Collective Bargaining for Nurses' Act to include all provisions of the more general Collective Bargaining for Public Employees Act except the provision excluding supervisory and confidential employees (inclusion of this provision is specifically opposed by the Montana Nurses' Association Act and by amending the Collective Bargaining for Public Employees Act to exclude licensed practical nurses which are currently covered by both Acts.)

8. Improve communication between the executive branch and University System negotiators to prevent whipsawing by including University System participation in the Collective Bargaining Task Force at which economic items are discussed and executive branch participation in economic policy meetings of the Board of Regents.

In addition to the above, the Commission:

1. Accepted a Department of Administration classification methods enhancement proposal involving a phased introduction of quantitative classification methods over a two and one-half year period and the use of job evaluation review committees.

2. Approved legislation requiring the Labor Appeals Board to defer to the National Labor Relations Board or the Board of Personnel Appeals for a determination of whether the employer of an applicant for unemployment benefits committed an unfair labor practice resulting in a labor dispute, work stoppage, and the applicant's unemployment for purposes of deciding eligibility for unemployment benefits.

3. Approved a change to the draft legislation establishing a Joint Committee on Employee Compensation proposed by the Department of Administration. The approved language changes the authority of the Committee to avoid frustrating the bargaining process and to avoid direct negotiations between labor negotiators and committee members. The new language enumerates committee functions as follows:

   (a) consult with Executive Branch negotiators in the form and detail determined by the Committee regarding substantial changes in any existing contract provision with an economic impact or new provision with an economic impact;

   (b) approve or disapprove economic settlements subject to final approval by the full Legislature;

(c) approve or disapprove the compensation and benefit plans for unorganized employees proposed by the Department of Administration and University System subject to final approval by the full Legislature.

The September 29 meeting will begin at 9:00 a.m. and should end at noon or shortly thereafter. It will concern the draft legislation establishing a Grievance Appeals Board, draft legislation to provide parties to an unfair labor practice case with an opportunity to eliminate a proposed hearings officer and consideration of the possibility of eliminating or modifying the grandfather clause from the CBPEA.

Following the meeting, tentative recommendations will be compiled and widely distributed for public review. A public hearing will then be held in November before final decision making. The final report will be available in December.

LEAVE RULES PROPOSED FOR ADOPTION

Five rules on leave have been proposed for adoption as Administrative Rules of Montana. The rules on Annual Vacation Leave, Sick Leave, Military Leave, and Disaster and Emergency Leave are revisions of current policies. Leave of Absence Without Pay is a new policy.

Interested parties have until Oct. 15 to comment on the proposed rules. Copies have been distributed to all agency heads, personnel officers, and employee unions.

For further information about the policies, contact Mark Cress or Linda Rickman at 449-3871.

EEO OFFICERS ANNUAL TRAINING SCHEDULED

This year's training session for agency EEO officers is scheduled for October 20 and 21 in Helena. All agency EEO representatives should plan to attend. This year's workshop will concentrate on the "how to" aspects of being an EEO representative. Topics to be covered will include:

1. handicap worker accommodation;
2. preventing sexual harassment;
3. the compliance process;
4. recent changes in EEO law;
5. interpreting EEO reports;
6. preparing the agency affirmative action plan;
7. introduction to Windmills; and
8. the Montana Veterans and Handicapped Civilians Preference Act.

For newly appointed EEO officers or persons wishing to refresh their knowledge, a one-day basic EEO training session will be offered on October 19, the day preceeding the annual session. A detailed agenda will be forwarded to EEO officers soon. There is no charge for the two day session.

For further information contact Jim Nys at 449-3871.

DELEGATION OF CLASSIFICATION AUTHORITY

The Personnel Division is initiating a pilot program with several state agencies to delegate authority to make classification decisions without prior review and approval from the Division. Authority to delegate classification is specified in 2-18-102(2), MCA which states that the Department of Administration may delegate classification authority to agencies in the state service that effectively demonstrate the ability to carry out the provisions of the plan provided that such agencies remain in compliance with policies, procedures, timetables, and standards established by the department.

The reasons for delegating classification authority to state agencies include:

1. Allowing agencies to make classification decisions should give them greater ownership in the classification system and will assure that they participate and assume more responsibility in the use of the classification system.

2. Classification decision making at the agency level should enhance the credibility of the appeals process by allowing the Classification Bureau to perform a more independent review of an appeal.

3. Delegation will allow the Classification Bureau to free up time from the routine processing of classification actions in order to spend more time on system development and revision, technical assistance and training, and systematic review and post auditing.

4. Delegation will streamline the daily classification process and cut down the time it takes to process classification actions.

The program will be in three phases during which the pilot agencies will be given increasing responsibility and authority for classification decisions. The first phase consists of giving agencies responsibility for making effective recommendations with only cursory review by the Classification Bureau. In the second phase agencies will be given authority to allocate positions without Bureau review to classes commonly used by the agency. In the third phase agencies will be given authority to allocate positions to most classes in the classification system without Bureau review.

During the pilot program, personnel officers from the pilot agencies will assist the Division in establishing rules and guidelines to govern the delegation program. These rules and guidelines will include: criteria to determine which agencies will be given delegation in the future, criteria to determine when to revoke delegation, and post audit procedures. These rules and guidelines will be in place by July 1, 1983. After that time agencies that are willing and able to assume first line job evaluation activities will be able to petition for authority to make classification decisions without prior review and approval from the Personnel Division.

For further information contact John McEwen at 449-3871.

INCENTIVE AWARDS ADVISORY COUNCIL MEETS

The Advisory Council reviewed fifteen applications for incentive awards at the September meeting. Twelve of these were not granted awards for various reasons. Two of the twelve had been previously submitted to the Council and were returned to the affected agency for further review. In both cases, it was determined that cost implementation would outweigh benefits. The remaining ten were not granted awards because cost effectiveness and improvement of government services were not demonstrated.

The Department of Health and Environmental Sciences has implemented an employee suggested central answering service, for which an award was approved. A previously approved suggestion was a revision in the Veterans' Affairs Division transmittal forms. After agency confirmation of the first-year cost saving calculations, these two awards will be presented. Employees whose ideas are implemented and approved for awards are compensated at 10% of the first year savings or value of improved services up to $500 for each suggestion. Two applications are pending action by the Council until the affected agencies are consulted further.

A revised routing form for the application is being designed which will include specific questions and will assist in accumulating the necessary information from the agency before the application is presented to the Council.

The next meeting is scheduled for October 19 at 9:00 a.m. in the Department of Administration Director's Conference Room, #159. For further information contact Joe Michaud at 449-3871.

P/P/P SYSTEM PROGRESS REPORT

If the initials P/P/P mean nothing to you, then you had better "get with the program" as you are unaware of a valuable tool available for use in the financial and personnel management areas. The Payroll/Personnel/Position Control System in an integrated database containing payroll, personal services budgeting, and personnel data in a manner that enables each agency to access their own data and to receive and prepare their own reports, linking or comparing any and all data elements contained in the system. The type and number of reports that you can receive is only limited by your imagination and pocketbook. Simple reports may only cost a couple of dollars, very complex reports may run fifty to one hundred dollars.

The payroll function of the system came into production on Jan. 19, 1982. The fiscal 1983 position control system was initiated in May of this year from data contained in the system and came into full production status on July 1. The leave and service accounting function of the payroll portion of the system and the personnel function will both come into production with the pay period ending Oct. 1, 1982. This leaves only the direct bank deposit function to be implemented which should be accomplished by the end of the year.

Points to remember:

-- The personnel system is largely an empty shell. Before it will be useful as a source of data, you will need to input that data. Some data has been obtained from the payroll and position control functions but emergency contact, skills, training, and education all need to be manually input. Please do your best to obtain and input this data.

-- In the position control area and, even more so, in the personnel area, there are relatively few reports coming out of the system. It is hoped that as you become more familiar with the data contained in the system that you will develop your own reports. This should be relatively easy so please think about it and get with your programmers.

For further information on the system and how to access the data contact Richard Hall, P/P/P Coordinator, Central Payroll Division, 449-3174.

PERSONNEL EXPANDS SELECTION ASSISTANCE

Have you ever been faced with the dilemma of selecting the one best applicant for a job when several were qualified? Have you hired an applicant you though was best qualified only to find they couldn't do the job? Are you sometimes confused by affirmative action policies and EEO rules and regulations, or how to allow reduction in force or veteran's preference? Would you like to know how to recruit qualified minorities and handicapped applicants? The Personnel Division has added a staff member to assist supervisors and personnel officers with these and other questions about selection and recruitment.

The Personnel Division plans to assist state agencies through such means as:

...maintaining a library of reference materials on selection and recruitment;

...answering questions on relevant laws, state personnel policies, and good personnel practices;

...advising about recruitment procedures and design of vacancy announcements;

...evaluating and developing selection procedures for specific vacancies (e.g., written exams, work samples, interviews, etc.);

...offering workshops on a variety of recruitment and selection topics.

The Personnel Division welcomes your suggestions about areas in which you feel training or assistance are needed. If you have questions in any of these areas contact Pamela Wintrode, Personnel Selection Specialist, at 449-3871.

WELL, WELL, WELL

Those employees from SRS who participated in the stress class, as part of the State Health Promotion plan, rated it very high. Many expressed surprise that stress is such a common problem and affects so many aspects of one's life.

There will be more classes in the Helena area as well as areas throughout the state covering instruction in self-care, smoking cessation, taking charge of blood pressure, health heart, general wellness, and CPR.

Announcements for these and other upcoming classes will be made in the near future. For further information contact Mike Arnold at 449-3871.

CLASS SPECIFICATION PROJECT SUMMARY

The Classification Bureau is at the halfway mark of writing or rewriting the majority of class specifications now in use. During the second week of September, approximately 70 specifications will be published and distributed to the agencies. The Classification Bureau will also be making numerous changes to the numerical arrangement of some series. These changes will be distributed along with the new specifications.

As most personnel officers are aware, numerous memorandums have been sent out requesting new position descriptions. Since these specifications involve larger numbers of personnel and will require more review time upon receipt, it is very important that the agencies make a concerted effort to provide the position descriptions on a timely basis.

With the continued assistance of the agencies, the Classification Bureau feels confident in attaining its goal of having the major classes written or rewritten by Dec. 1. Agency personnel who would like additional information should contact Caleb Mills at 449-3871.

TRAINING WORKSHOP SCHEDULE

Below is the schedule of training workshops which are being offered to governmental employees during October, November and December. Enrollment forms and course descriptions will be distributed to all personnel/training officers in all agencies prior to scheduled classes.

October

Oct. 14 - Sexual Harassment Prevention Training; 2 hours - $15.00

Oct. 19 - Supervisor's Guide to Avoiding Unlawful Discrimination; 1 day - $35.00

November

Nov. 9 - Affirmative Action Formatting; 2 hours - $15.00

Nov. 10 - Investigating EEO Complaints; 6 hours - No Charge

Nov. 16
and 17 - Personnel Selection Techniques; 2 days - $60.00

Nov. 18 - Sexual Harassment Prevention Training; 2 hours - $15.00

Nov. 22 - Parliamentary Procedure (Rules of Order), Part 1; 1/2 day - $20.00
Part 2 offered Dec. 14

Nov. 30 - Performance Appraisal for the Supervisor; 1 day - $35.00

December

Dec. 3 - New Employee Orientation; 1/2 day - $10.00

Dec. 7 - Developing Task Statements for Position Descriptions; 3 hours - $15.00

Dec. 9 - Sexual Harassment Prevention Training; 2 hours - $15.00

Dec. 14 - Effective Business Meeting Procedures, Part 2; 1/2 day - $20.00
Part 1 offered Nov. 22

Dec. 15
and 16 - How to Handle Discipline; 1½ days - $50.00

Please contact your personnel/training officer for more information on the above courses. The Personnel Division will also mail direct to you, enrollment forms and course descriptions. For further information contact B.J. Ballard at 449-3871.

UPDATE ON DRAFT PREFERENCE LEGISLATION

The Personnel Division has received comments from approximately 25 concerned individuals and groups regarding the first draft of the proposed legislation amending the Veteran's and Handicapped Civilian's Employment Preference Act. The Personnel Division is presently reviewing the comments. A summary of the comments and second draft of the legislation should be ready for distribution by the end of September.

The second draft will be reviewed by the Governor's Committee on Employment of the Handicapped at their next meeting which is scheduled for Oct. 26 in the Mitchell Building, Helena, Montana.

If you have any questions contact Barb Charlton at 449-3871.

BPA MOVES TO CAPITOL COMPLEX

The Board of Personnel Appeals has moved from its downtown location to the third floor of the old Board of Health Department Building. The building is next door to the Employment Security Building on Lockey Street in the Capitol Complex.

Montana Personnel Perspectives is published monthly by the Department of Administration, Personnel Division. It is intended to keep personnel officers and agency managers informed of developments in the area of personnel management. Material may be reproduced by state agencies without permission. Comments should be directed to the Personnel Division, Mitchell Building, Helena, Montana (449-3871).

READER SURVEY FORM

The Publishing Policy Committee requires that agencies periodically verify mailing lists to determine whether or not newsletters are actually being read.

Please complete the form below and return it to the Personnel Division no later than October 15, 1982, and indicate whether or not you wish to continue to receive Montana Personnel Perspectives. Please return the form even if you want to be removed from the mailing list. You may also use the form to provide the names of other employees who you think would be interested in receiving this newsletter. Montana Personnel Perspectives is intended to keep managers and supervisors informed on matters relating to personnel management.

Your cooperation with this survey is appreciated.

READER SURVEY FORM September, 1982

Please complete and return this form no later than October 15, 1982 to:

Holly Peterson
Personnel Division
Department of Administration
Capitol Station
Helena, Montana 59620

Please return this form whether or not you wish to continue to receive Montana Personnel Perspectives.

1. I want to continue to receive this newsletter.

   ____YES ____NO

   Name_____

   Address_____
   _____

2. I would like to see coverage of the following topics:

3. The following person(s) should be added to the mailing list:

   Name_____

   Address_____
   _____

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MONTANA PERSONNEL PERSPECTIVES

NUMBER 8
VOLUME II

OCTOBER, 1982

RECOMMENDATIONS FROM GOVERNOR'S COUNCIL ON MANAGEMENT PRESENTED

The Governor's Council on Management has made the following recommendations for implementation by the Department of Administration's Personnel Division:

-- To achieve standardization, the Personnel Division should develop a single form which all agencies would use to announce job vacancies. All vacancies, except those covered under a bonafide affirmative action program would be listed with Job Service.

-- A computer program should be developed to monitor employee absenteeism. Policies regarding absence should be developed and enforced by the Personnel Division, and supervisors should be trained to provide counseling to problem employees.

-- Longevity increases every five years should be eliminated. Since increases are awarded annually, employees receive a double increase every five years under the current system.

-- The Personnel Division should design an employee opinion survey. Information on attitudes toward orientation and training, working conditions, communications, grievance procedures, supervision, performance appraisal, wages and benefits could be used for future planning and training.

Other personnel-related recommendations included the implementation of employee appraisal systems for several state agencies and the establishment of a comprehensive training program to improve the managerial and technical abilities of classified and appointed state employees.

For further information, contact Dennis M. Taylor or Mark Cress at 449-3871.

TRAINING WORKSHOP SCHEDULE

Below is a schedule of training workshops which will be offered to governmental employees during the coming months. Employees living outside the Helena area will be able to take advantage of several workshops scheduled around the state. Enrollment forms and complete course descriptions are available from agency personnel and training officers.

Coming up in Helena:

Nov. 9	Affirmative Action Formatting; 2 hours - $15.00
Nov. 10	Investigating EEO Complaints; 6 hours - no charge
Nov. 15	Parliamentary Procedure; 4 hours - $20.00
Nov. 16 and 17	Personnel Selection Techniques; 2 days - $60.00
Nov. 29	Active Listening Skills; 4 hours - $15.00
Nov. 30	Performance Appraisal for the Supervisor; 1 day - $35.00
Dec. 2	Grants Writing; 1 day - $10.00
Dec. 3	New Employee Orientation; 4 hours - $10.00
Dec. 7	Developing the Task Statement for Position Descriptions; 4 hours - $15.00
Dec. 14	Effective Business Meeting Procedures; 4 hours - $20.00
Dec. 15 and 16	How to Handle Discipline; 2 days - $50.00

At several locations, the Personnel Division is conducting a workshop entitled A Supervisor's Guide to Montana Personnel Management Systems. The two-day workshop covers those areas in personnel management about which supervisors most frequently inquire. Included in the workshop are five subject modules:

-- Job Analysis, as it relates to personnel decisions.

-- Equal Employment Opportunity and Affirmative Action, what it is and how to apply the concepts to daily decision making.

-- Performance Appraisal, how to appraise the performance of subordinates.

-- Employee Selection, ideas on how to improve your hiring procedures to select competent employees in a lawful manner.

-- Discipline Handling, a discussion of when and how to discipline employees including documentation, counseling, and the relationship of poor performance to progressive discipline.

Who Should Attend: This workshop is intended for supervisors who are responsible for hiring, firing, supervising or disciplining subordinates and have not attended training in these areas. It is also a valuable workshop for those who have had training in the above areas in the past, to bring those attending up-to-date on many changes which have occurred recently.

Location	Date	Enrollment Deadline
Missoula	November 3 and 4	November 1, 1982
Great Falls	November 22 and 23	November 15, 1982
Kalispell	December 7 and 8	November 30, 1982
Glendive	January 11 and 12	December 30, 1982

Cost: General enrollment - $60 per participant.***

***In addition to the general schedule, agencies may purchase workshops directly at significant savings. Agency group rates - $50 per participant for agency sending 2-5 participants; $250 flat rate for agencies sending 5-10 participants.

Please contact your personnel officer or call Linda Rickman or Holly Peterson at 449-3871 for information or to enroll.

SEXUAL HARASSMENT TRAINING

On August 6, 1982, Gov. Ted Schwinden signed an executive order establishing a policy prohibiting sexual harassment and directing the Department of Administration to develop and promulgate rules prohibiting sexual harassment in all state departments and agencies, and to conduct training seminars in sexual harassment prevention and enforcement for state employees. Therefore, the Personnel Division, Department of Administration, will be conducting a number of 2-hour workshops for general enrollment entitled Sexual Harassment Prevention as shown on the following schedule:

Location	Date
Helena	November 18
Great Falls	November 24
Lewistown	December 2
Helena	December 9
Kalispell	December 9
Glendive	January 13
Miles City	January 14

Enrollment Deadline: 10 days prior to workshop.

Maximum Enrollment: 30 per session.

Cost: General enrollment $15 per participant.***

***In addition to the general schedule, agency may purchase workshops directly at significant savings.

If you wish to enroll in one of the Sexual Harassment Prevention workshops, please contact your agency's personnel/training officer. Some agencies have already scheduled groups of employees to attend specific sessions.

Agency Group Rates - $100 per session for the first 3 sessions
$80 thereafter for 4-6 sessions
$75 thereafter for 7 or more sessions.

THE WINDMILLS TRAINING PROGRAM

"Windmills" has hit Montana!

Windmills is a program designed to give hiring officials and employees a positive attitude about employing persons with disabilities.

As a result of the September Train the Trainers workshop, approximately 20 people are available in Montana to deliver the "Windmills" program to public and private employers throughout the state.

The Windmills program will become a part of State Personnel's General Training Schedule after January 1, 1983. Also, agencies can request a workshop specifically for their personnel. The workshop structure is flexible and can be scheduled as a 2-hour, 4-hour, or 8-hour workshop.

If you have any questions or wish to obtain a copy of the list of trainers and their locations, please contact Barb Charlton at 449-3871.

STUDY COMMISSION MET

At a makeup meeting on Sept. 29, the Personnel and Labor Relations Study Commission completed tentative decision making on all questions under study.

All decisions will be reviewed by the Study Commission on Nov. 5 and final decisions made following a public hearing on the evening of Nov. 4 to obtain comments by state managers, employees, labor representatives, and other interested individuals. The public hearing will be held in the Highway Department Auditorium beginning at 7 p.m.

In advance of the hearing, a complete summary of tentative Study Commission recommendations will be distributed and a draft of the Study Commission's report to Gov. Ted Schwinden and the 48th Legislature will be available at the Personnel Division for review.

Constructive comments by all interested individuals either at the hearing or in writing are encouraged by the Study Commission. Written comments should be sent to the Project Director, Joyce Brown, Personnel Division, Mitchell Building, by Nov. 3.

At the makeup meeting on the Sept. 29, the Study Commission adopted the following new or revised tentative recommendations:

(1) See Recommendation 33 following this article.

(2) Repeal the Collective Bargaining for Nurses Act (CBNA) and place public sector professional registered nurses currently covered by the CBNA under the Collective Bargaining for Public Employees Act (CBPEA). Amend the CBPEA to include provisions from the CBNA which require a 30-day notice of a strike against a health care facility and prohibit strikes by health care facility employees within a radius of 150 miles of another health care facility with a strike in effect.

(3) Amend the CBPEA to clarify the nature of the grandfather protection provided to employees in bargaining units in existence prior to the effective date of the CBPEA - July 1, 1982 as follows: If on July 1, 1983 (the effective date of the CBPEA), a collective bargaining unit contained a position occupied by an employee who would not be eligible to belong to the unit under the CBPEA (a supervisor), then the employee who occupies that position on the effective date of the amendment (July 1, 1983) may, if he desires, remain in the bargaining unit for as long as he continues to occupy the same position unless the Board of Personnel Appeals determines that the employee should be excluded. If the employee leaves that position, his replacement is excluded from the bargaining unit.

For further information, contact Joyce Brown at 449-3871.

RECOMMENDATION 33: GRIEVANCE PROCESS

RECOMMENDATION 33: Establish a uniform procedure for resolution of significant employee grievances (defined as termination, demotion, suspension or lay-off of more than 40 working hours, involuntary transfer to another geographical location and retaliation for filing a grievance or participating in the grievance process) and discontinue specialized procedures as follows:

1. Statutorily require every agency including legislative and judicial agencies to establish a grievance procedure which may be used by all agency employees except probationary, contractual and specified policy-making employees, provided that employees with an applicable negotiated grievance procedure may not pursue a grievance under both procedures.

   Agency grievance procedures are to include, at a minimum:

   (a) a requirement that the agency provide at least five days prior notice of a grievable agency action, whenever practical;

   (b) a requirement that agency action on grievable subjects be consistent with contemporaneous written agency policy;

   (c) a ten working day period after a grievable act in which employees may file a grievance;

   (d) an opportunity for a grieving employee on his own time to examine relevant documents subject to limits of Article II, Section 10 of the State Constitution and to question witnesses and present his views;

   (e) the right of a grieving employee to a hearing consistent with the Montana Administrative Procedures Act conducted by an independent hearings officer who shall issue an advisory decision;

   (f) the right to a written final decision by the chief administrative officer of the employing state agency which is responsive to the issues raised in the grievance and which is provided within 90 days following the filing of the grievance unless the time period is extended by mutual agreement of the agency and grievant;

(g) authority of the chief administrative officer to remedy a valid grievance. (In the case of alleged procedural errors, the chief administrative officer may require the act to be redone following proper procedures if the errors were prejudicial to the grievant. If the errors were not prejudicial, no remedy needs to be given.)

2. Statutorily provide employees with the right to enforce statutory grievance rights through a district court of appropriate venue and to be awarded costs and attorneys fees if they prevail.

3. Abolish the Merit System Council.

4. Repeal statutory provisions establishing grievance appeal procedures through the Board of Personnel Appeals for employees of the Department of Highways and Fish, Wildlife and Parks. (Vote: Taken on rough draft of implementing legislation only.)

Proposed implementing legislation approved in rough draft form on a vote of 7 to 4.

$500 INCENTIVE AWARDS GRANTED

Two Highway Department employees are each the recipients of the first $500 employee incentive awards granted by the Incentive Awards Advisory Council. The $500 award is the maximum which can be granted.

Joe Wayne Finch suggested that an electric switch be installed on overhead doors which would shut off the heat when the doors are open. Donald Fallang suggested modification of the grade of material used on low-speed, low-volume areas of highways.

Thomas Hamilton's suggestion for revising the Veteran's Affairs Division reporting form resulted in a $25 award.

These suggestions were among 16 which were reviewed by the Incentive Awards Advisory Council Oct. 16. For further information, contact Joe Michaud at 449-3871.

NETWORK TO MEET OCTOBER 28

The Personnel Policy Network will meet at 9 a.m., Thursday, Oct. 28 in the Personnel Division Conference Room.

The tentative agenda includes:

-- Personnel and Labor Relations Study Commission -- recommendations made by the Commission.

-- Central Training Section -- schedule for Helena and locations will be presented; sexual harassment prevention training underway; suggestions and comments on agency training needs will be open for discussion.

-- P/P/P System -- a progress report on the Payroll/Personnel/Position Control System will be presented.

-- Draft Veterans and Handicapped Civilians Employment Preference Act -- a second draft is being prepared based on comments received.

-- Compensatory Time and Overtime -- a second draft is being prepared based on comments.

For more information about the meeting, contact Mark Cress, Linda Rickman or Gale Kuglin at 449-3871.

MERIT SYSTEM COUNCIL TO MEET NOV. 12

The Merit System Council will meet on Friday, Nov. 12 at 9 a.m. in the Director's Office Conference Room, #160, in the Mitchell Building.

For more information about the meeting, contact Linda Rickman at 449-3871.

TRAINING ASSIGNMENT

In making selection decisions, state managers should be aware of a little used, but valuable rule that may be used when applicants do not quite meet minimum qualifications. Pay Plan Rule 2.02 is the mechanism to use when making training assignments.

The application of this rule does not require approval of the State Personnel Division. Simply follow the guidelines set forth in the adopted policy. Prepare a document outlining the terms of the assignment and the qualifications to be acquired. This document must be signed by the employee, his supervisor, and the agency head. The Personnel Division only asks to receive a photocopy of the training assignment document so that the proper rule application can be verified.

The terms of an assignment could be up to one year and should allow for progressive performance reviews and respective pay adjustments. The pay for such arrangements could be as much as two grades below the grade assigned to the position; however, at the successful completion of the assignment, the employee's pay should then be set at the appropriate grade level. Several state agencies are currently using the training assignment to train and appropriately pay for the skills of potentially valuable employees.

Questions on this and other pay rules should be directed to Joe Michaud at 449-3871.

SOMETHING NEW

Periodically, the Personnel Perspectives will feature articles on topics related to personnel selection or other personnel related topics. You may wish to detach and retain these for future reference. The following is the first in the series.

"THE STRUCTURED INTERVIEW"

The interview is undoubtedly the most frequently used method of selecting employees playing a part in 99 percent of all hiring decisions. The informal selection interview however has a number of weaknesses which make it vulnerable to legal attack and limits its usefulness in selecting good employees:

-- The interviewer may judge the candidate's entire performance on a single positive or negative characteristic.

-- The interviewer may allow personal biases or stereotypes regarding such things as age, sex, or race to color his or her perceptions.

-- The interviewer tends to pass judgment on the candidate very early in the interview. One study shows the decision to hire or not is made during the first 4 minutes of the interview!

-- Even if the interview appears job-related, there is a likelihood that it may not be.

-- The interview may be inconsistent, i.e. the same questions may not be asked of all candidates.

-- The interview may incorporate personal items that invade the candidate's privacy and may be used in a discriminatory manner or may be perceived by the candidate as discriminatory.

By structuring the format of the interview we can increase its defensibility. More importantly, we can increase the interview's usefulness as a predictor of job success and be more assured we are treating applicants fairly and consistently.

How does the structured interview differ from the traditional informal interview?

-- The structured interview is based upon a job analysis; questions are based upon job duties and requirements which are critical to performance.

-- The questions may be of different types: situational, job knowledge, or work sample/simulation.

-- The structured interview may include oral and written components.

-- The questions used in a structured interview have model answers which have been developed in advance. The candidate's responses are ranked against an explicit scale.

-- The structured interview has a panel of interviewers so that candidates are evaluated by multiple raters.

-- The same questions are asked of each candidate, and all procedures are followed consistently.

The job analysis information should be collected by subject matter experts - people who are intimately familiar with the job, such as the supervisor, the incumbent, and personnel officers. Class specifications and position descriptions are ways of obtaining job information. Your job analysis will lead to a list of job duties critical to the job. These duties are then linked to knowledges, skills, and abilities (KSA's) required for successful performance and structured interview questions with model answers are developed for those KSA's. Combining the structured interview with additional selection devices such as a written or performance exam or reference checks will enhance your chances of selecting the best employee.

The preparation of the raters is equally important. The questions and answers should be thoroughly reviewed in advance of the first interview. Ideally, a practice interview should be held. The interviewers should be made aware that biases, stereotyping, and other non-job-related factors can influence their judgment.

Your documentation plays an important part in developing a valid selection procedure. A written record should be kept of the thinking which went into each step of the procedure.

Of course, the procedure described here can be costly in terms of the time required, but the effects of poor selections - increased training time due to high turnover, absenteeism, dissatisfaction, and low productivity may be even more costly. A well-developed structured interview has a good chance of being found job-related if challenged and should lead to the selection of better employees. An added plus - the structured interview process appears to have a high acceptability to the candidates.

More detailed information and assistance on job analysis and sample forms are available from Pam Wintrode, Selection Specialist, Employee Relations Bureau, 449-3871.

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MONTANA PERSONNEL PERSPECTIVES

NUMBER 9
VOLUME II

NOVEMBER, 1982

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PERSONNEL AND LABOR RELATIONS STUDY COMMISSION HOLDS FINAL PUBLIC HEARING AND FINALIZES RECOMMENDATIONS

Approximately 90 people - mostly state employees - attended the Study Commission's final November 4 evening hearing. Most of those who testified at the hearing represented labor organizations and opposed all changes to the state's collective bargaining laws.

The proposed changes specifically opposed were: Recommendation 9 - Amend the Collective Bargaining for Public Employees Act (CBPEA) to require mediation and a 5-day notice before concerted action (generally a strike); Recommendation 10 - Amend the CBPEA to permit public employers to petition district court for an injunction against a strike where the court determines that continuation of the strike would pose an imminent danger to the health, safety or welfare of the public - an injunction automatically triggers compulsory, final-offer arbitration which is binding on both parties; Recommendation 12 - Amend the grandfather clause of the CBPEA to exclude from bargaining units future occupants of supervisory positions whose current occupants are included in a bargaining unit because the grandfather clause has been interpreted to protect supervisory positions in units in existence before passage of the CBPEA; Recommendation 13 - Place nurses under the CBPEA and repeal the Nurses' Act; Recommendation 16 - Establish a non-base-building, pay-for-performance, bonus system for all unorganized employees. (Most testimony opposed the use of funds for performance pay that could go into base pay.)

Other testimony involved recommendations for improving equity in the classification and pay system and for implementation of an employee assistance program as opposed to further study of the need for such a program.

Following the hearing, the Study Commission held its last meeting on November 5 and finalized all recommendations.

The final Study Commission recommendations included the following changes:

Recommendation 2 to establish a Joint Legislative Committee on Employee Compensation was altered so that the duties of the Committee do not include Committee approval or disapproval of the University System's pay plan. This change was made because of the perceived unconstitutionality of such approval.

Recommendation 12 to amend the grandfather clause of the CBPEA was modified to allow current occupants of grandfathered supervisory positions to move to other supervisory grandfathered positions without losing protection resulting in exclusion from the bargaining unit.

Recommendation 13 to place nurses under the Collective Bargaining for Public Employees Act (CBPEA) and repeal the Collective Bargaining for Nurses' Act (CBNA) was abandoned in favor of retaining the CBNA but amending it to make it more consistent with the CBPEA. The proposed amendment would establish unfair labor practices for labor organizations representing nurses - as well as for employers (health care facilities), establish procedures for adjudicating unfair labor practice charges consistent with procedures under the CBPEA and make procedures for determining appropriate units and resolving representation questions for nurses more consistent with procedures established by the CBPEA for public employees.

Recommendation 16 to establish a non-base-building, pay-for-performance bonus system for unorganized employees was clarified to indicate that bonus pay for employees within a bargaining unit (organized employees) shall remain a subject for collective bargaining.

The final Study Commission report should be transmitted to Governor Schwinden by December 1 and will be available for review. For further information, contact Project Director Joyce Brown at 449-3871.

LEAVE RULES ADOPTED AND DISTRIBUTED

Rules on Military Leave, Disaster and Emergency Leave, and Leave of Absence Without Pay have been adopted effective Nov. 11, 1982.

The Employee Relations Bureau has adopted a new format for the rules for use in the Montana Operations Manual. In the future, the rules will closely resemble and will follow the same numbering system as the Administrative Rules of Montana. Although in the past rules and policies contained the same content, the format and numbering were different, leading to confusion in the administration of the rules.

These new rules have been distributed to the agencies.

Revised rules on sick leave will become effective Dec. 17, 1982, and will be distributed in a separate mailing. Revisions to the Annual Leave rules are still under consideration.

For further information about these new rules, contact Gale Kuglin or Mark Cress at 449-3871.

COMPENSATORY TIME REVISIONS UNDER COMMENT

A second draft of revisions to the Compensatory Time and Overtime rules has been distributed to the agencies for comments.

The major changes now proposed include a provision which would prohibit any cash payment for compensatory time. The draft also retains the concept of casual or self-scheduled work.

Deadline for comments on this draft was Nov. 19.

1983 HOLIDAYS LISTED

A memo listing 1983 holidays has been distributed to the agencies with a mail-out of rules for the Montana Operations Manual. Several 1983 holidays will be observed on alternate days because they fall on weekends.

The holidays are:

New Year's Day	Friday, December 31, 1982
Lincoln's Birthday	Friday, February 11
Washington's Birthday	Monday, February 21
Memorial Day	Monday, May 30
Fourth of July	Monday, July 4
Labor Day	Monday, September 5
Columbus Day	Monday, October 10
Veteran's Day	Friday, November 11
Thanksgiving Day	Thursday, November 24
Christmas Day	Monday, December 26

HANDBOOKS STILL AVAILABLE

Only 200 copies of the Employee Handbook are still available for purchase by agencies. The handbook will not be revised and reprinted until after the 1983 Legislature meets.

Copies are 35 cents each and are available from Central Stores, while they last.

STAFF CHANGES

Handicapped Employment Coordinator Barbara Charlton will be on maternity leave until January. Persons with questions relating to employment of the handicapped should contact the Employee Relations Bureau at 449-3871 in her absence.

LENDING LIBRARY OF CULPRIT PROGRAMS AVAILABLE FOR P/P/P SYSTEM

To encourage use of the P/P/P system, all programmers who have written CULPRIT reports against the P/P/P data base have been asked to place a copy in 'CYO350.AGYLIB.PGM' so that other agencies can copy them for their own use.

Once you have obtained the password for your agency from the P/P/P Coordinator, Richard Hall - 449-3174, you may write your own CULPRIT programs, modify these existing programs, or use these programs exactly as they stand.

'CYO350.T30LIB.PGM' currently contains:

(JCL) the JCL necessary to run a culprit program.

(YTDEXP) This report lists all YTD expenditures, for the SSN that you key in the program, in the same format as required to complete the Position Control Expenditure Adjustment form.

(ALLPOS) Lists all position numbers on the data base for your agency. Includes all position numbers including those not currently authorized. Will enable you to ensure that you do not try and duplicate an existing number.

(INSEXTRA) Lists all insurance deductions (and other data such as birthdate relevant to the premium calculations) for your employees.

(TERM19) Lists all employees terminated under Code 19 (RIFs). It is a simple matter to change the termination code type to whatever you want.

This library of programs will continually be added to. CULPRIT is a very easy report writing language to learn and is not purely for data base use. Hall has no programming background, but was able to produce his first report after only two days. Anyone with a programming background will be able to write very complex culprit programs after only a few practice runs.

The data base was designed to be available and accessible by the agencies just as if it was their own system. Please input the personnel data and use the Payroll, Position Control, and Personnel data that is already available. CULPRIT is a cheap and easy way to obtain valuable personnel and budgetary information.

For more information, translations and demonstrations, contact P/P/P Coordinator Richard Hall at 449-3174.

WINDMILLS TRAINING UNDERWAY

A list of trainers and their locations has been prepared and is available for review by agencies interested in presenting the Windmills program to their hiring officials. Effective December 1, three training kits will be available on a loan basis for trainers by contacting the Employee Relations Bureau.

Betty Taylor from the Department of Highways has presented approximately seven workshops to Highway Department employees. The workshops have been 2 to 4 hours in length and have been received well by most participants. Russ Peery from the Department of Labor and Industry is also planning to deliver some of the Windmills modules to Job Service personnel in the near future.

If your agency is interested in presenting the Windmills program to its hiring officials, please contact the Employee Relations Bureau at 449-3871.

TRAINING GOES ON THE ROAD

At several locations, the Personnel Division is conducting workshops entitled A Supervisor's Guide to Montana Personnel Management Systems and Sexual Harassment Prevention.

A SUPERVISOR'S GUIDE TO MONTANA PERSONNEL MANAGEMENT SYSTEMS

This two-day workshop includes:

-- Job Analysis, as it relates to personnel decisions.

-- Equal Employment Opportunity and Affirmative Action, what it is and how to apply the concepts to daily decision making.

-- Performance Appraisal, how to appraise the performance of subordinates.

-- Employee Selection, ideas on how to improve your hiring procedures to select competent employees in a lawful manner.

-- Discipline Handling, a discussion of when and how to discipline employees including documentation, counseling, and the relationship of poor performance to progressive discipline.

Location	Date	Enrollment Deadline
Kalispell	December 7 and 8	November 30, 1982
Lewistown	December 21 and 22	December 17, 1982
Glendive	January 11 and 12	December 30, 1982
Butte	February 1 and 2	Tentatively Scheduled
Billings	March 1 and 2	Tentatively Scheduled

Cost: General Enrollment - $60 per participant.***

***In addition to the general schedule, agencies may purchase workshops directly at significant savings. Agency group rates - $50 per participant for agency sending 2-5 participants; $250 flat rate for agencies sending 5-10 participants.

SEXUAL HARASSMENT PREVENTION

This 2-hour workshop includes:

-- Group exercise.

-- Film, "Workshop Hustle."

-- Legal definition of sexual harassment.

-- Extent and consequences of sexual harassment.

-- How to deal with sexual harassment.

Location	Date
Helena	December 9
Kalispell	December 9
Lewistown	December 23 (rescheduled from Dec. 2)
Glendive	January 13
Miles City	January 14
Butte	February 3 (tentatively scheduled)
Billings	March 3 (tentatively scheduled)

Enrollment Deadline: 10 day prior to workshop.

Maximum Enrollment: 30 per session.

Cost: General enrollment $15 per participant.***

***In addition to the general schedule, agency may purchase workshops directly at significant savings.

If you wish to enroll in one of the Sexual Harassment Prevention workshops, please contact your agency's personnel/training officer. Some agencies have already scheduled groups of employees to attend specific sessions.

Agency Group Rates - $100 per session for the first 3 sessions
$80 thereafter for 4-6 sessions
$75 thereafter for 7 or more sessions.

For further information about the course content or enrollment, contact your personnel officer, or contact Linda Rickman/Holly Peterson at 449-3871.

NWNL SPECIAL ENROLLMENT

Six hundred and sixty-three applications for additional life insurance were submitted by state employees during the special enrollment period sponsored by Northwestern National Life Insurance Company.

"NWNL," underwriter of the life insurance portion of the State Employees Group Benefits Plan, hopes that with more employees participating, they will be able to continue offering coverage at the low rates now available.

The special enrollment period ended October 15. However, employees may apply for additional life insurance coverage at any time by furnishing evidence of insurability to NWNL. These forms are available at the payroll offices in each agency.

For further information, contact Mike Arnold at 449-3871.

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STATE OF MONTANA
PERSONNEL DIVISION
TRAINING WORKSHOP SCHEDULE

Date	Course	Location	Time	Cost***
Nov. 29	Active Listening Skills	Helena	9-12	$15
Nov. 30	Performance Appraisal for the Supervisor	Helena	8-5	$35
Dec. 2	Grant Writing	Helena	9-4	$10
Dec. 3	New Employee Orientation	Helena	1-5	$10
Dec. 7 and 8	Personnel Management Systems	Kalispell	2 days	$60
Dec. 7	Developing Task Statements for Position Descriptions	Helena	9-12	$15
Dec. 9	Sexual Harassment Prevention	Helena	2-4	$15
Dec. 9	Sexual Harassment Prevention	Kalispell	(3) - 2 hr. sessions	$15
Dec. 14	Effective Business Meetings	Helena	1-5	$20
Dec. 15	How To Handle Discipline	Helena	8-5	$35
Dec. 21 and 22	Personnel Management Systems	Lewistown	2 days	$60
Dec. 23	Sexual Harassment Prevention	Lewistown	(3) - 2 hr. sessions	$15
Jan. 11 and 12	Personnel Management Systems	Glendive	2 days	$60
Jan. 13	Investigating EEO Complaints	Helena	6 hours	none
Jan. 13	Sexual Harassment Prevention	Glendive	1-3	$15
Jan. 14	Sexual Harassment Prevention	Miles City	1-3	$15
Feb. 1 and 2	Personnel Management Systems	Butte	(tentatively scheduled)	
Feb. 3	Sexual Harassment Prevention	Butte	(tentatively scheduled)	
Mar. 1 and 2	Personnel Management Systems	Billings	(tentatively scheduled)	
Mar. 3	Sexual Harassment Prevention	Billings	(tentatively scheduled)	

***Agencies may purchase workshops directly at a significant savings.

For further information about course content or enrollment, contact your personnel officer, or contact Linda Rickman/Holly Peterson at 449-3871.

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MONTANA PERSONNEL PERSPECTIVES

Number 10
Volume II

December, 1982

MOM UPDATE PROJECT UNDERWAY

In an effort to make sure all Montana Operations Manuals, Volume III, are up to date, a checklist of policies is being distributed to all holders of the MOM.

Manual holders are asked to review their manuals to ensure that the manual contains all current policies. If they are missing a policy or a policy is not current, they should so indicate on the checklist.

All checklists should be returned to agency personnel officers and not to the State Personnel Division. The agency personnel offices will tally the total number of policies needed to update agency manuals and submit a list to the Personnel Division by mid-January.

Questions regarding this project should be directed to the agency personnel office.

DECEMBER HOLIDAYS

Because Christmas and New Year's Day fall on Saturdays, employees who regularly have Saturdays off will observe these holidays on Friday, December 24 and December 31.

Employees who regularly work on Saturdays should consult their supervisors for their holiday observance.

NETWORK TO MEET JANUARY 20

The Personnel Policy Network will meet at 9:00 A.M. Thursday, January 20, in the conference room of the Cogswell Building.

CLASS SPECIFICATION PROJECT SUMMARIZED

The first phase of the Class Specification Project will be closed out on December 17. During this phase, 134 specifications were rewritten, and published. Approximately 150 more will be published in late December.

The Standards and Methods Section of the Classification Bureau will be continuing to write or rewrite class specifications. The first priority will be to finish those specifications that were identified earlier but were not completed or delayed for various reasons. Agencies that have reque[redacted] position descriptions should continue to send them to the section so that staff can finish those specifications as soon as possible.

The section received support from the agencies through the submission of many position descriptions, with draft specifications and through the temporary loan of staff.

BPA RULING IN LONGEVITY CASE UPHELD

A Board of Personnel Appeals ruling that the state's 1975 pay plan did not violate earlier labor contracts has been upheld by District Judge Peter Meloy.

In 1980, BPA ruled in a case filed by a Highway Patrolman and the Montana Public Employee's Association that the new pay plan was acceptable.

The issue centered around an annual longevity pay hike of one (1) percent, which was in the pre-1975 pay plan, but not the new one. The legislation adopting the new plan said it could not result in a decrease in salary or in benefits. It was argued that the longevity clause was a benefit.

The BPA found the longevity clause was part of salary. The Board ruled that since all employees received a raise under the new plan, it did not matter that the longevity clause was dropped.

Judge Meloy agreed and denied a petition for judicial review of the BPA's ruling.

NEW P/P/P PERSONNEL INPUT FORM READIED
TURNAROUND DOCUMENT REVISED

A new Data Collection/Input form will be available by the first of the year which will simplify the collection of some types of data for the Payroll/Personnel/Position Control system.

The new form will gather information on education, training and skills, in addition to common types of personnel information such as emergency notification.

The Personnel Turnaround Document will still be generated by the system whenever information is changed or added; however, agencies are advised not to rely on it for inputting education, training and skills information into the P/P/P system. For further information on the new form contact Jeff Harriott at 449-3871.

PERFORMANCE OF DEFERRED COMPENSATION OPTIONS
AS OF SEPT. 30, 1982

Fund	Type of Fund	Percent Asset Value Change in Last 3 Months	Percent Asset Value Change in Last 6 Months	Percent Asset Value Change in Last Year	Percent Asset Value Change in Last 5 Years (Yearly Average)	Percent Asset Value Change in Last 10 Years (Yearly Average)
Deferred Compensation Plan Options:						
1. Fixed annuity-money invested before January 1, 1981	Guaranteed rate of return - Long-term commitments	2.2	4.5	8.9	8.1	INA**
2. Fixed annuity-money invested after January 1, 1981	Guaranteed rate of return - Long-term commitments	3.1	6.3	12.1	INA*	INA*
3. Nationwide Fund@	Income Stocks	8.4	7.4	11.4	5.7	5.4**
4. Seligman Growth Fund@@	Growth Stocks	9.8	11.7	8.6	10.7	4.7**
5. Putnam Investors Fund	Growth Stocks	15.4	15.7	15.8	13.9	6.9**
6. Massachusetts Investors Growth Stock Fund	Growth Stocks	10.9	11.4	11.7	15.2	5.0**
7. Mutual Investing Money Market Fund	Short-term debt instruments	2.8	6.1	12.8	INA*	INA*
8. Massachusetts Financial High Income Trust Fund	High-income producing bonds	16.0	20.2	34.4	INA*	INA*
9. Massachusetts Capital Development Fund	Higher-risk growth stocks	10.8	13.7	16.6	27.0*	18.0*
Market Indicators:						
1. U.S. Consumer Price Index	Measure of price changes	0.9	3.6	4.9	9.8	8.8
2. Dow Jones Industrial Average	Industrial stocks	10.4	8.9	5.4	1.3	1.1
3. Dow Jones Bond Aver.	8onds	12.2	12.4	16.8	-6.2	-2.2
4. Money Market Funds as published in the Wall Street Journal	Short-term debt instruments	3.3	6.7	13.6	INA	INA

INA - Information used to compute this statistic is not available.
* - This option was not available to state employees before 1/1/81
** - This option was not available to state employees before 1/1/76

@Name changed from Mutual Investing Foundation Fund
@@Name changed from National Investors Corporation Fund

WELL WELL WELL

Based upon information received from Health Risk Appraisals, problem areas among state employees are: lack of seat belt use, overweight, lack of regular breast examination for females, little or no regular exercise, smoking and alcohol consumption.

These are major risk factors for the chronic diseases State employees spend most of their dollars on: circulatory diseases, respiratory diseases, digestive diseases, neoplasms (cancer) and treatment for injury, poisoning, and fractures.

Most of these diseases can be eliminated or reduced by eliminating risk factors from ones lifestyle. That is what Health Promotion is all about. Fewer doctor visits, fewer dollars paid for claims, and feeling Well, Well, Well. The Department of Administration is next on the list of agencies participating in training.

For information call Mike Arnold, 449-3871.

SAVINGS BOND DRIVE RESULTS REPORTED

This year's Savings Bond Program (for the reporting period of 9/1/82 to 11/29/82) has enrolled 228 new participants. This is an increase of 134 enrollees over last year's drive.

Breakdown:

Size of Bonds	No. of New Enrollees (82-83)
$ 50.00	148
75.00	24
100.00	37
200.00	17
500.00	2
	228 (Over $17,000 of financial commitment towards the Savings Bond Program)

Due to the uncertainty of key legislation at the time the drive began, it was decided not to do a full-flown public relations and training effort. Since then, this legislation has been passed and appears to be making inroads with prospective savers. Therefore, the next savings bond effort will encompass a strong public relations and training effort. For more information contact Doug Denler or Mike Mikota at 449-3871.

BLUE CROSS

The Employee Benefits Advisory Council has decided to continue with Blue Cross of Montana as carrier of the State's minimum premium plan for health and dental coverage.

Administrative and employee deductible problems made charging difficult in the middle of the contract year. Positive changes in Blue Cross's claim payment, time, customer service, etc. made the decision not to change easier.

Much consideration was given by the Council to total self-funding of Health and Dental coverage; however, economics, it was decided, may prevent self-funding for now.

Updated proposals will be considered again in April.

For further information, contact Rod Sundsted at 449-5614 or Mike Arnold at 449-3871.

FWP EMPLOYEE WINS INCENTIVE AWARD

Successful implementation of a telephone poll for a wildlife research survey resulted in a $500 incentive award for John Cada. Cada is a wildlife biologist with the Department of Fish, Wildlife and Parks at Montana State University.

The next meeting of the Incentive Awards Advisory Council is at 9:00 A.M. December 28 in the Personnel Division Conference Room, Mitchell Building.

For further information, contact Joe Michaud or Denise Boyett at 449-3871.

PERSONNEL REFERENCE

The following article on reference checks is the second in a series of articles on selection techniques and other personnel related matters which will be appearing in the Perspectives. You may wish to detach and save this article for future reference.

REFERENCE CHECKS

As a means of evaluating prospective employees, the reference check is used nearly as frequently as the interview. Given the psychological maxim that past behavior is the best predictor of future performance, this popularity would appear well founded. Ideally, a former employer should be one of the best sources of information about how well an applicant can be expected to perform on subsequent jobs. Whether this faith in reference checking is justified by research in the field is another story.

The research which has been done suggests major problems with reliability and validity - two important yardsticks when measuring the worth of a selection device. Reliability (consistency) is good among independent raters when asked to interpret the same references. Reliability among employers asked to rate a former employee is not nearly so good, however. A number of studies have found the validity (ability to predict actual job success) of reference checking to be non-existent or, at best, significantly lower than other methods of selection such as written tests. Two Navy studies showed that information gained from reference checking added nothing to other procedures with respect to predicting job success. [1]

A widespread tendency to be lenient in evaluating former employees is a major factor in the reference check's lack of validity. Anyone who has ever worked with letters of reference knows how rare it is to find even mildly negative aspects of an employee discussed. Using a four point scale of "outstanding", "good", "fair", and "poor", a Mosel and Goheen study found that 92% of the participants rated former employees as "outstanding" or "good", and 95% rated the same employees high with regard to character and reputation. In the same study, 97% answered "yes" to the question of rehiring the employee. [2]

Other studies show that reference givers tend to be influenced by variables such as sex, race, and length of time the employee stayed on the job. Generally, female supervisors tend to be more lenient than male supervisors in their evaluations. Where differences in race existed between employer and former employees, a tendency was found toward leniency with members of the same race and strictness with members of another race. Employees who remained with a job for two months or less tended to be judged harshly - possibly because the employer realized little return on his investment of time and money during the hiring process.

A problem with reference checking which is becoming increasingly familiar is that of the employer who is unwilling to provide certain types of information, particularly unfavorable information. Uncertainty about the legal liability of disclosing negative information has led many organizations to adopt a policy of providing only limited factual information such as job title, dates of employment, and salary.

In a discharge situation, the employer sometimes finds it to his advantage when the employee finds another job quickly. Often, it is only after a period of being unsuccessful at finding another job, that the employee will contest the discharge. Liability for back pay awards is lessened, also, when the employee finds other work. Taken to extremes, an employer may even offer a good recommendation in exchange for an employee's resignation.

Applicants who have no previous work experience present another problem for would be reference seekers. College professors or other teachers usually have information only about a small, very specific sample of the applicant's behavior. The same can be said of ministers, priests, friends, or other personal references given by the applicant. No applicant in his right mind would list a poor reference! And, more importantly, these persons are unlikely to have information about the applicant's ability to perform the specific duties of the job for which he has applied.

Reference checks are usually conducted by contacting former employers by phone, by letter, or in person. Personal visits are generally too expensive and time consuming to be used except for the highest level management positions. Written requests have a notoriously low response rate. Telephone checks are the cheapest and quickest, but many employers who fear liability are now requiring that such requests be put in writing.

In short, references are sometimes difficult to obtain, are assuming an increasing legal liability, and appear to add little to the ability to predict job success. It would appear that employers should be wary of weighing the reference check too heavily in the selection process.

1 - Rhea, B.D., Rimland, B., and Githens, W.H. The Development and Evaluation of a forced-choice letter of reference form for selecting officer candidates, U.S. Naval Personnel Research Activity, Technical Bulletin STB 66-10, San Diego, Calif., 1965.

2 - Mosel, J.N. and Goheen, H.W. (1959) The employment recommendation questionnaire III. Validity of different types of references. Personnel Psychology 1959, 12, 469-477.

NEXT MONTH: Ideas for using reference checks effectively and suggestions for lessening the subjectivity and liability of reference checks.

Montana Personnel Perspectives is published monthly by the Department of Administration, Personnel Division. It is intended to keep personnel officers and agency managers informed of developments in the area of personnel management. Material may be reproduced by state agencies without permission. Comments should be directed to the Personnel Division, Mitchell Building, Helena, Montana (449-3871).

STATE PERSONNEL DIVISION
WINTER TRAINING WORKSHOP SCHEDULE

Date	Course	Location	Time	Cost***
Jan. 11 and 12	Personnel Management Systems	Glendive	8:30 - 4:30	$60
Jan. 12	Administering Personnel Policies for Supervisors	Mitchell 136	10-12	$15
Jan. 13	Investigating EEO Complaints	New Highways Auditorium	9-4	No Charge
Jan. 13	Sexual Harassment Prevention	Glendive	(2)-2 hr. sessions	$15
Jan. 14	Sexual Harassment Prevention	Miles City	(2)-2 hr. sessions	$15
Jan. 25	What Managers Need to Know About Position Classification	Mitchell 136	9-12	$20
Jan. 27	The Supervisor's Guide to Avoiding Unlawful Discrimination	Mitchell 136	8:30 - 5:00	$35
Feb. 1 and 2	Personnel Management Systems	Butte	8:30 - 5:00	$60
Feb. 3	Sexual Harassment Prevention	Butte	(3)-2 hr. sessions	$15
Feb. 8	Windmills	Mitchell 136	8-12	No Charge
Feb. 9	Sexual Harassment Prevention	Mitchell 136	10-12	$15
Feb. 16 and 17	Personnel Selection Techniques	Mitchell 136	8:30 - 5:00	$60
Feb. 24	Performance Appraisal for Supervisors	Mitchell 136	8:30 - 5:00	$35
Mar. 1 and 2	Personnel Management Systems	Billings	8:30 - 4:30	$60
Mar. 3	Sexual Harassment Prevention	Billings	(3)-2 hr. sessions	$15
Mar. 8	The Interview: Foundation for More Effective Hiring	Mitchell 136	9-4	~~$30~~ 25
Mar. 10	Orientation to Montana State Government for New Employees	New Highways Auditorium	1:00 - 4:30	$10
Mar. 16	How to Handle Discipline	Mitchell 136	8:30 - 5:00	$35
Mar. 22	Developing Task Statements for Position Descriptions	Mitchell 136	9-12	$15
Mar. 29, 30 & 31	Personnel Practices for Supervisors	Mitchell 136	8:30 - 4:30	$90

*** Agencies may purchase workshops for two or more employees at a savings.

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